

**A Tale of Twin Cities: Using Brand Personality to Differentiate Minneapolis and St. Paul**

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### **ABSTRACT**

Place branding is growing rapidly given the increased global competition that nations and cities now face in both local and external markets. Today, there are more reasons why places must manage and control their branding, including the need to attract tourists, residents, companies, and economic and political attention. However, building a brand for an intangible and multidimensional object like a city is not easy. The useful concept of a brand personality is often presented as a key component of effective branding and one of the first things to consider when cultivating a city brand. The objective of this study is to uncover the brand personalities of the Twin Cities of Minneapolis and St. Paul in Minnesota as perceived by residents. A survey of residents was conducted online in June 2017 to gather data about brand personality perceptions of the two cities. The responses from 117 residents from each city were compiled and revealed residents were able to articulate different brand personalities for each city. Minneapolis was identified as being successful, spirited, outdoorsy, exciting, active, diverse, and fun; while St. Paul was identified as charming, down to earth, honest, wholesome, quiet, and traditional. The survey also measured residents' opinions on brand personality by matching the cities with classic archetypal descriptions. Minneapolis was selected as the Creator and St. Paul was overwhelmingly chosen as the Everyman. These distinctive dimensions of brand personality for the cities are valuable tools for several parties such as governments, urban strategists, tourism agencies, and regional associations so the project concludes with recommendations that these organizations in the Twin Cities can use to differentiate their locations based on the findings. In such a competitive environment, successful positioning and differentiation for places are crucial.

### **ABOUT THE AUTHOR**

Lindsay Bosley is a business-savvy communications professional with experience in hospitality and higher-education. She received her undergraduate degree in Marketing and Finance from the Carlson School of Management at the University of Minnesota. Lindsay's first job was working on online reputation and brand management for a large hotel property. It was here she developed a passion for communication of all types related to tourism, travel, and hospitality, including place branding.

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## INTRODUCTION

A number of locations across the globe have discovered the value of branding. Cities from Barcelona to Buenos Aires to Boston have designed branding strategies to reflect the unique essence of their individual cities. In fact, the number of cities utilizing branding in some capacity is growing steadily (Kavaratzis & Ashworth, 2005). Nonetheless, branding an intangible and multifaceted product like a city is not easy. There is confusion among scholars about tactics, stakeholders, measurements, and effects. Kavaratzis (2004) notes the diverse duties of city branding,

“as a means both for achieving competitive advantage in order to increase inward investment and tourism, and also for achieving community development, reinforcing local identity and identification of the citizens with their city and activating all social forces to avoid social exclusion and unrest” (p. 70).

Increased awareness and utilization of traditional brand management tools used to market goods and services has expanded the application of place branding, but the field is still in the early stages of development. Despite being new, attempts at adapting certain ideas from traditional brand management have been made. Two concepts explored in depth have been the similarities between place and corporate branding and the use of brand personality scales.

Along with other anthropomorphic concepts, brand personality is a fundamental tool for brand management. The term refers to a set of human-like attributes associated with a particular brand. The groundbreaking research on measuring brand personalities was done by Jennifer Aaker (1997). Many researchers have tried to modify her scale for cities, but no consistent measurement has been developed for places. However, brand archetypes have been shown to be reliable for defining brand personalities, especially of large companies. Since place branding has

been likened to corporate branding, this study attempts to be one of the first to extend the archetype concept to cities. By asking residents how they perceive the archetypes of Minneapolis and St. Paul, the idea that cities too can portray archetypes can be explored. The research of Faber and Mayer (2009) showed evidence for high levels of respondent agreement when categorizing archetypal descriptions of popular brands as well as consistency across multiple product categories. This conclusive finding is promising for resident's abilities to identify archetypes in cities.

Local residents are the main subject of this study because they are important, but often overlooked group of stakeholders in the city branding process. They have great impact on the way visitors experience a city and are influential city marketers. Yet according to Braun, Kavaratzis, and Zenker (2013), little research has been published about the role of residents in place branding. In order to fill this gap in the research, this study will concentrate on residents' perceptions. Using multiple concepts from brand management, residents will be asked to explore the personalities of the Twin Cities of Minneapolis and St. Paul. Can residents associate brand personality characteristics with the two cities? Can they differentiate the two cities on the basis of brand personality perceptions? And if so, do these differences correspond with resident status?

As José Torres of place branding firm Bloom Consulting notes, "There's something special about every city. City branding isn't about inventing something; it's about discovering what's already there" (North, 2014). By asking residents what they think and using branding frameworks and social identity theory, this report will attempt to uncover the special brand personality of the Twin Cities and expand the knowledge about residents' assessments between two similar yet distinct cities.

### RESEARCH QUESTION

The study will attempt to answer the following research question: What is the relationship between the brand personalities of the Twin Cities of Minneapolis and St. Paul and residents' perceptions? Specifically, the aims of this study are to determine:

- whether residents can associate brand personality characteristics with the two cities;
- whether residents can differentiate the two cities on the basis of brand personality perceptions;
- if differences in city brand personality perceptions exist, whether this corresponds with resident status.

The concept of personality is usually attributed to humans, however in this context it will identify the characteristics of a brand. As defined by Aaker (1997), brand personality is, “the set of human characteristics associated with a brand” (p. 347). This definition highlights the fact that brand personality is something perceived by external parties through attribution of several traits and will be the basis for this study.

For the purpose of this study, the definition of residents' perceptions is the, “thoughts, beliefs, or opinions, often held by many people and based on appearances” (Cambridge Dictionary, 2017). Residents are considered anybody living within the city limits of Minneapolis or St. Paul during the survey distribution period.



## **LITERATURE REVIEW**

The general theme of this paper is place branding, more specifically city branding, so to begin it is necessary to review current theory and practice in these areas. The following section presents a literature review starting with considerations of place and city branding followed by how brand personality can be applied, including the use of archetypes. Subsequently, the unique city branding situation of the Twin Cities is explored.

### **An introduction to place branding**

Brands are a part of our lives every day. They surround us in the form of the food we buy, the clothes we wear, the place we work, and even the city we live in or visit. At the most basic level a brand is a name, term, design, symbol, or any other feature that identifies one seller's good or service as distinct from those of other sellers (American Marketing Association, 2017), but what a brand really does is help something stand out from the clutter and attract attention. A brand is composed of numerous intangible elements and ultimately lives in the hearts and minds of consumers (Murn, 2017). Both academia and marketing practitioners have shown increasing interest in branding in recent decades as it has proven to be a powerful tool to communicate differentiation and create a sustained competitive advantage. Most often branding is applied to consumer goods and grocery products but with enhanced awareness of the discipline, places too have begun embracing it (Kavaratzis, 2004).

Places have been trying to differentiate themselves from each other for a long time but using a systematic approach to branding locations is relatively new. Previously, the process may have involved individual entrepreneurs undertaking promotional activities to increase development or carrying out urban boosterism campaigns to spur economic expansion using the labels “place selling” or “place promotion” (Hankinson, 2001). It wasn't until the 1990s that

there was as serious attempt to create a distinct place marketing approach (Kavaratzis & Ashworth, 2005).

A major turning point came in 1998 when Simon Anholt coined the idea of ‘nation brands’ and helped institutionalize place branding as an academic field (Gertner, 2011). A few years later, Hankinson (2001) pioneered empirical research on implementing place branding. He conducted interviews with key marketing personnel from twelve cities/towns in England to determine the role of branding in their work and discovered the application of branding to places is multifaceted and more often than not confusing. Most respondents admitted they had not developed their location as a brand effectively but were able to provide specific examples of logos, taglines, and marques created to brand the place. There was general acknowledgment that a brand is more than just these visual triggers and needs to generate an emotional appeal as well. However, most departments did not always fully understand place branding as a concept and were hindered by a lack of funding and political will.

Another factor hindering the development of place branding is its versatility. Kaplan et al. (2010) define place branding as, “the practice of applying appropriate marketing strategies in order to differentiate cities, regions or countries from the competition” (p. 1289), but it can be applied even more broadly to neighborhoods, districts, tourist destinations, rural areas, states, and more. A meta-analysis of place marketing and place branding articles between 1990 and 2009 identified a wide range of geographic entities were studied including business districts, boroughs, metro areas, nations, groups of countries, and even continents (Gertner, 2011).

Furthermore, place branding is not simply the application of product branding techniques to places. It is a distinct form of product branding that requires a unique approach (Kavaratzis & Ashworth, 2005). The intangibility of places makes it difficult to treat them just like products

because articulating exactly what attributes are important can be challenging for people. A survey of residents of the Gold Coast City in Australia found a wide variety of complex attributes contribute to the city brand (Merrilees, Miller, & Herington, 2009). The most important determinants were social bonds, a sun and surf brand personality, and business creativity, but additional factors included shopping, nature, cultural activities, clean environment, and safety. No one particular element created the place brand, but rather it was an amalgamation of features, which presents a challenge for marketers to determine how to influence one or more of them.

To make things more understandable, place branding has been likened to corporate umbrella branding because both have a high level of intangibility and multiple identities (Kavaratzis & Ashworth, 2005). In spite of this, the idea that place branding is a form of corporate branding is not supported because it is not clear in what ways a place can be considered a corporation, but making the comparison has paved the way for a more refined understanding of place branding.

According to Einwiller and Will (2002), corporate branding can be defined as, “a systematically planned and implemented process of creating and maintaining favorable images and consequently a favorable reputation of the company as a whole by sending signals to all stakeholders” (p. 101). This definition lends itself well to place branding given long-term development and complexity of place branding and also because it identifies multiple stakeholders. In place branding, these stakeholders can include tourists, residents, businesses, workers, investors, media, and more. Each stakeholder applies their own filter to interpret the meaning of the brand and can have different brand meanings associated with the place (Merrilees, Miller, & Herington, 2012; Zenker & Beckmann, 2013). Appeasing all these

stakeholders is frequently difficult and was identified as a significant hindrance to the development of a successful branding strategy by city leaders in England (Hankinson, 2001).

One of the most encompassing definitions of place branding is provided by Zenker and Braun (2010) who define the place brand as, “a network of associations in the consumers’ mind based on the visual, verbal, and behavioral expression of a place, which is embodied through the aims, communication, values, and the general culture of the place’s stakeholders and the overall place design” (p. 5). This definition highlights several important factors. The first is that a brand is formed in people’s minds. It is widely agreed that brands in general, “exist in the mind of the market and so brand management is the management of perceptions” (Rosenbaum-Elliot as cited in Kavartzis & Hatch, 2013, p. 70). Second, this definition recognizes the differences among the place’s multitude of stakeholders. In a study of residents and business owners in the Gold Coast of Australia, there were very clear differences in the meaning of the city brand as a place to live versus a place to do business (Merrilees, Miller, & Herington, 2012). The resident stakeholder group was concerned with social and human qualities (such as bonding, nature, culture, safety, and environment) while the business stakeholder group was more attentive to the economic and technical qualities (such as business opportunities, transport, and networking). Due to the differences in priorities, place brands must adapt their messages to multiple audiences and highlight the features that are most important to each group.

A distinct trend in the literature is putting an emphasis on the stakeholder group of visitors, which frames locations as destinations or places which people visit. The subfield of “destination branding” is defined by Cai (2002) as, “perceptions about the place as reflected by the associations held in tourist memory” (p. 723). Destination branding is a key factor that influences tourists’ buying behavior and because tourism depends heavily on positive images,

destination marketers go to great lengths to establish positive images for their location (Ahmed, 1991). Additionally, the business of tourism can be very lucrative so it serves many places well to focus on destination branding. Indeed, only a very limited number of articles in the place branding literature published between 1990 and 2009 focused on subjects other than tourists (Gertner, 2011).

In the race to build a brand that will be admired by tourists and other short-term visitors, other stakeholders are often ignored. However, one segment of the greater place branding concept that is heavily focused on a population other than tourists is city branding. City branding is concerned with some of the same issues as destination branding, but it is distinct in that it focuses on residents and businesses, not tourists or visitors (Merrilees, Miller, & Herington, 2009).

### **Features of city branding**

Kavaratzis (2004) considers city branding a new application of city marketing with a focus on creating emotional, mental, and psychological associations with a city. This shift can be attributed to the intensified competition among cities to attract investors, businesses, and residents. According to the United Nations, 54% of the world's population lives in urban areas and that number is projected to increase to 66% by 2050. By contrast, only 30% of the world's population was urban in 1950. Among the regions of the world, North America leads as the most urbanized, with 82% of its population living in urban areas in 2014 (United Nations, 2014). As more people flock to urban areas, cities must proactively shape and influence what the inhabitants think of them and market themselves with strategic intent.

City governments and community leaders are increasingly recognizing there is a direct link between their city's image or reputation and its attractiveness as a place to live, invest, and

do business (Dinnie, 2011). It is no longer enough just to have abundant transit options, pedestrian-friendly streets, and welcoming spaces. Often the branding process starts with the creation of a new logo and catchy slogan. Many places are limited to these elementary branding techniques (e.g. Hankinson, 2001) because even that can be a very difficult process. In some cases, there might be a complementary advertising campaign related to the visual elements but even this approach is not enough. A proper branding process often takes considerable time and comes with a hefty price tag. Take the city of Brooklyn Park, Minnesota as an example. In 2013, the city's crime rate was at a 20-year low and it was attracting highly sought-after corporate campuses; however public perception of the city was still largely negative (Pranther, 2013). To transform its reputation, the city agreed to spend \$150,000 with a public relations firm to improve its branding. The result of the project was a brand manual and a tagline, "Unique. United. Undiscovered.," that has helped city staff create consistent messaging for a variety of audiences. Four years after the launch of the project, Kimberly Berggren, director of community development for the city, notes the biggest returns are yet to come but, "the branding work has improved our everyday communications and has reintroduced Brooklyn Park to regional stakeholders in a new way" (Caggiano, 2017). Some of the city's success can be attributed to Berggren and her colleague's emphasis on engaging residents, however not every city has such a happy ending with its branding efforts.

The city of Austin in southern Minnesota also tried to rebrand in an attempt to improve the city's reputation, putting \$58,000 towards a logo and tagline that were both heavily criticized by residents and other stakeholders before being scrapped altogether (Ross, 2014). Laura Helle, director of creative vision for Vision 2020, an effort to improve Austin by the year 2020, noted creating a city logo might be, "the toughest design problem out there" (Ross, 2014). It is likely

the city of Rochester in southeastern Minnesota would agree as it faces intense criticism as it considers changing the design of its flag (Richert, 2017). The development of visual representations of the brand, like flags, logos, and slogans only begin to scratch the surface on creating a city brand. These locations join numerous other cities worldwide which have tried and failed to rebrand themselves; according to a study by consulting firm k629, 86% of city branding campaigns fail (North, 2014). Too often the failure is a result of quick-fix solutions like advertising campaigns or taglines that don't create long-term change or affect reputation.

Part of the difficulty in city branding, carried over from place branding, is the multitude of target audiences and stakeholders' groups. However, the stakeholder group of the city's own residents seems to rise above all others in importance. Kavaratzis (2004) argues that the single, ultimate goal of city branding is, "to increase living standards for city residents" (p. 71). By putting residents first, cities are then better poised to achieve other objectives through city branding like increasing foreign direct investment or promoting tourism. The resulting theoretical framework focuses on the citizens' experience with the marketing efforts and illustrates the way in which primary, secondary and tertiary communication shape perceptions and contribute to a distinct metropolitan identity. Ultimately, the behaviors and attitudes of residents communicate messages about the city's image.

Even though residents are a critical group, they are often overlooked stakeholders in the city branding process. Residents constitute a heterogeneous and diverse group of people with different preferences and opinions. Additionally, they can take on multiple roles in the place branding process. Nevertheless, the findings of Merriless et al. (2009, p. 365) indicate that consulting residents more could improve place branding theory and practice by acknowledging how they can play an important role in three ways:

1. As an integrated part of the place brand through their stories and culture
2. As brand ambassadors who generate word-of-mouth
3. As citizens who have political power to actively contribute to decision making

(Braun, Kavaratzis, & Zenker, 2013)

Relating these multiple roles to Berlo's (1960) Sender-Message-Channel-Receiver (SMCR) model, residents are essential to almost all of the components of the city branding communication process, even if not formally recognized by marketers or branding agencies. Cities no longer have to rely on journalists to say something about themselves. As brand ambassadors and storytellers, residents act as the sender or source of the city brand message. What they say about where they live while on location and abroad then becomes the message. Beyond the words, non-verbal things like gestures and body language also tag along with the content and contribute to the message. Residents may use a variety of informal channels including social media or word-of-mouth communication to share their message with receivers. There are numerous inexpensive tools widely available to create content so any individual can influence the way a city is perceived and evaluated.

If the model is flipped though, residents become the receiver. They are a target group of the communicated place brand and the primary audience of several messages. Residents can receive messages about the city brand both from other residents and branding agents like the government, convention and visitors' bureaus, and economic development organizations.

While both directions of the model are important, this study will look at residents' role as a receiver. Surveying them about their perceptions of the city brand asks them to convey how they've received and processed numerous messages (implicit and explicit) about Minneapolis and St. Paul. The results of the survey could be used by branding agents (senders) to craft



messages that resonate with residents' current beliefs. This would be just a preliminary step in involving residents in city branding. Significant participation would require more in-depth collaboration and possible coaxing as residents of other cities have proven they do not see themselves as participants or co-owners in the place branding process (Wraae, 2015).

### **Applying brand personality**

The first time brand personality was mentioned was in 1955 when David Ogilvy gave a speech to the American Association of Advertising Agencies (Dahlen, Lange, & Smith, 2010). He asserted that the deciding factor of a brand's ultimate position in the market isn't a trivial product difference but rather the total personality of the brand. Ogilvy argued that brands could have personalities like human beings and the personalities can make or break the brands in the marketplace. This groundbreaking idea has been given considerable attention since. Nearly all scholars agree, a distinctive brand personality eases the relations with stakeholders, and the clearer it is positioned the better it will serve its targets and endure thanks to a more loyal and satisfied customer base. As a consequence, reliable, valid and practical brand personality measurement tools are invaluable.

The most influential research on measuring brand personality is Aaker's (1997) adaptation of the "Big Five" human psychology model to brands (Figure 1). The five determinants of human personality are extraversion, agreeableness, conscientiousness, emotional stability and openness dimensions. Aaker (1997) recognized consumers have no problems assigning human characteristics to brands and defined brand personality as "the set of human characteristics associated with a brand" (p. 347). To construct a brand personality scale, she started with the Big Five items and found five related but different personality dimensions that apply to brands which she labeled as sincerity, excitement, competence, sophistication, and

ruggedness (1997). That fact that Aaker's model is not in full congruency with the original Big Five has spurred criticism, mostly arising from the elimination of the dimensions of openness of neuroticism, but it is still widely used in scholarly research.

**Figure 1:** The brand personality framework, which includes five dimensions and fifteen facets (Aaker, 1997)

Brand Personality				
Sincerity	Excitement	Competence	Sophistication	Ruggedness
Down-to-earth Honest Wholesome Cheerful	Daring Spirited Imaginative Up-to-date	Reliable Intelligent Successful	Upper class Charming	Outdoorsy Tough

Even though Aaker's model was originally tested on consumer goods like cosmetics, automobiles, and soda, it has recently attracted the interest of more place marketing and branding researchers (Gertner, 2011). In a survey of tourists to the Great Barrier Reef in Northern Australia, respondents were able to articulate different personalities for two regional destinations using the scale, however not all aspects of Aaker's model directly translated (Murphy, Moscardo, & Benckendorff, 2007). The personality descriptors most strongly associated with the destinations were cheerful, exciting, and outdoorsy. In another study measuring the personalities of 76 countries, six dimensions were identified: agreeableness, wickedness, snobbism, assiduousness, conformity, and unobtrusiveness (d'Astous & Boujbel, 2007). Again Aaker's brand personality scale was consulted but ultimately abandoned for more suitable dimensions. Similarly, the dimensions of the city brand personality in the study by Sariyer (2017) in Turkey tuned out to be exhilarating, mature, androgen, traditional, and sincere, even though the researcher also consulted Aaker's scale.

In an attempt to identify if city brands could exude negative attributes, similar to how a human may be perceived, Kaplan et al. (2010) were able to determine that three brand personality dimensions for places – excitement, competence, and ruggedness – are congruent with Aaker's scale. The researcher identified three more dimensions – malignancy, peacefulness, and conservatism – demonstrating that places embrace a more diverse and broader set of dimensions than product brands.

On the other hand, research on the brand personality of Jamaica questions the common belief that places can have personalities. An analysis of qualitative responses from tourists asked to describe the destination revealed only one characteristic from Aaker's (1997) brand personality list (Baloglu, Henthorne, & Sahin, 2014). The researchers explored multiple theories and concluded that people might not be able to view destinations as having a personality similar to humans. This study is important to note, but because it is only concerned with destination branding and isolated with its finding, it does not fully discredit the use of the brand personality concept for places.

### **Exploring archetypes**

The testing and research required to develop a brand personality dimensions are lengthy and as evidenced, produce a lot of variability. Testing and refining all possible adjectives and linking them to different dimensions requires advanced statistics knowledge and a lot of patience. An alternative method that has proven to be just as robust but easier to apply, implement, and unveil is the use of archetypes. Archetypes were developed in 1919, long before Aaker's model hit the scene, by a psychologist named Carl Jung (Jung, 1968). He identified 12 main archetypes that refer to profiles universally and subconsciously recognized by all people in stories (Figure 2). Archetypes have dominated storytelling ever since humans started telling

stories and nearly all blockbuster movies make use of archetypes, such as Harry Potter, Star Wars, and Lord of the Rings.

**Figure 2:** The 12 brand archetypes adopted from Faber & Mayer (2009)

Archetype	Description
Caregiver	caring, compassionate, generous, protective, devoted, sacrificing, nurturing, friendly
Creator	innovative, artistic, inventive, non-social, a dreamer looking for beauty and novelty, emphasizes quality over quantity, highly internally driven
Everyman	working class common person, underdog, neighbor, persevering, wholesome, candid, cynical, realistic
Explorer	independent, free-willed adventurer, seeking discovery and fulfillment, solitary, spirited, indomitable, observant of self and environment, a wanderer
Hero	courageous, impetuous, warrior, noble rescuer, crusader, undertakes an arduous task to prove worth, inspiring, the dragonslayer
Innocent	pure, faithful, naïve, childlike, humble, tranquil, longing for happiness and simplicity, a traditionalist
Jester	living for fun and amusement, playful, mischievous comedian, ironic, mirthful, irresponsible, prankster, enjoys a good time
Lover	intimate, romantic, passionate, seeks to find and give love, tempestuous, capricious, playful, erotic
Magician	physicist, visionary, alchemist, seeks the principles of development, interested in how things work, teacher, performer, scientist
Outlaw	rebellious iconoclast, survivor, misfit, vengeful, disruptive, rule-breaker, wild, destructive
Ruler	strong sense of power, control, the leader, the judge, highly influential, stubborn, tyrannical, high level of dominance
Sage	values truth and knowledge, the expert, the counselor, wise, pretentious, philosophical, intelligent, mystical

The groundbreaking work linking archetypes to brands was Mark and Pearson's book, *The Hero and the Outlaw* (2001). The authors assert the world's best brands know the archetypal power of their brand. For example, Nike is the archetypal Hero brand, embodying a courageous spirit and using heroic sports figures to promote its products. Harley-Davidson is a prime example of an edgy brand encouraging uniqueness that fits the Outlaw archetype. Tattoos,

beards, and leather jackets make up the company's unmistakable style and appeal to its customers' more rebellious side. Or take Apple, which started out as a Creator brand challenging the status quo and championing artistic efforts, but is now the Ruler determining technology design and standards.

For companies, brand archetypes are a kind of corporate Myers-Briggs system. Identifying the archetype that fits the company personality helps build a strong corporate brand. And since place branding is similar to corporate branding it would follow that archetypes could also be useful for defining cities. Although applying archetypal branding theory to places, let alone cities, has not been practiced widely.

The city of Madison, Wisconsin explored creating a unifying brand through identifying the highest-level benefit the city can own in the minds of its various audiences that is both relevant and differentiating (Stone, 2005). City leaders planned to use interview techniques to draw out possible emotional benefits of the brand and then apply an archetype but the report did not include the outcomes of the plan. Furthermore, the study did not plan to ask a large cross-section of the community for their input in the branding process. Instead, only the opinions of a small steering committee were consulted.

Likewise, the city of Austin, Texas facilitated sessions with a cross-section of government staff to select an archetype (SteelSMBology, 2009). However, Austin actually saw the process through and selected the Explorer archetype. The archetype was then used as a foundation to develop brand communications, including the city's website. Although Austin recognized residents as, "by far the largest group of users" of the website, they were not consulted in any part of the study on archetypes.

**The case of Minneapolis and St. Paul**

Despite the Twin Cities moniker, the cities of Minneapolis and St. Paul in Minnesota are anything but clones. Separated by the Mississippi River, the cities are two independent municipalities with defined borders that share a twin-like bond but have somewhat of a sibling rivalry. It is rumored the hostility is one reason Minnesota does not have any major sports teams named after cities like other similar franchises (i.e. Green Bay Packers, Chicago Bulls). Although Minneapolis was used in the name of the former baseball (Millers) and basketball (Lakers) teams, the current major league teams (the Minnesota Twins, Vikings, Wild, Timberwolves, and Lynx) don't choose sides or cities but play for the greater state. Not choosing a side in the great Twin Cities debate is characteristic of Minnesota's passive-aggressive culture. The only team brave enough to represent a city is the minor league baseball team in St. Paul, the Saints (Figure 3).

Comparing the two cities holistically, Minneapolis is described as a more youthful town with modern skyscrapers and a reputation for fun and adventure. On the other hand, St. Paul has been likened to an old East Coast city, with quaint neighborhoods teeming with charming late-Victorian architecture. In opposition to Minneapolis' boisterous personality, St. Paul embraces its dullness and residents have informally adopted the tagline, "Keep St. Paul Boring" (Berkel, 2017).

Minneapolis is the larger of the two cities, with a population of 412,517 people (Minnesota State Demographic Center, 2016). The city comprises 57.4 square miles and includes twenty-two lakes. Minneapolis is also home to three major league sports stadiums (baseball, football, and basketball), 11 universities and colleges, and several entertainment venues where you can find live music, comedy, and theatrical productions almost any night of the week (Meet

Minneapolis, 2016). While smaller in population, St. Paul is the capital of Minnesota and home to important governmental offices, educational attractions like the Science Museum, Como Park Conservatory, and a minor-league baseball team.

There are multiple organizations and brands working to promote the cities and their assets. Both cities have governmental agencies, convention and visitors bureaus, and various large-scale events creating brands and taglines for them. There are also multiple organizations that represent the greater Twin Cities, including GreaterMSP, a regional economic development organization dedicated to growing the local economy.

When combined, Minneapolis and St. Paul form the Twin Cities, which is the 16<sup>th</sup>-largest metropolitan area in the United States. The Twin Cities metro area includes the cities of Minneapolis and St. Paul, plus surrounding suburbs encompassing nearly 3,000 square miles. Its boundaries are defined by the seven adjacent counties of Carver, Anoka, Hennepin, Ramsey, Washington, Dakota and Scott (Metropolitan Council, 2017). The area is often frequented by tourists and welcomed 31.6 million visitors in 2015 (Meet Minneapolis, 2016). Exact statistics on how many people visited which city are difficult to find as the cities are most commonly marketed together to visitors. Due to their geographic vicinity and harmonious affiliation, visitors aren't as likely to notice the two cities have different characters over the span of a short visit. Tourists can blissfully enjoy the best of the old and new as the subtle differences seem to play out more between life-long citizens of the Twin Cities area.

**Figure 3:** Brands representing the Twin Cities

	Minneapolis	St. Paul
Government		
Convention and Visitors Bureau		
Other		
Combined	   	



**Social identity theory and differences in opinion**

Some of the differences in opinions between the residents of Minneapolis and St. Paul can be explained through the social identity theory, which proposes that the groups which people belong to are an important source of pride and self-esteem (Tajfel & Turner, 1979). People define themselves as part of social groups according to many categories such as social class, religion, gender, and even geographical closeness. The residence or home of a person determines a strong part of the person's self and can thus be used to divide the world into "them" and "us" through social categorization. This is known as in-group (us) and out-group (them) and social identity theory states that the in-group will discriminate against the out-group to enhance their self-image (Tajfel & Turner, 1979). To create the in-group/out-group effect members of the in-group seek to find negative aspects of the out-group. This labeling and stereotyping tend to exaggerate the differences between groups and the similarities of things in the same group (Tajfel & Turner, 1979).

In measuring city brand perceptions, this should manifest as the out-group providing more common and stereotyped associations, while the in-group should possess more diverse and heterogeneous opinions. Zenker and Beckman (2013) found this true in a comparison of people who lived or were still living in the city of Hamburg (internal) and people who have never been to the city (external). Some assessments of the city brand were similar, but the external group based their opinions more on stereotypes while the internal group had a much more heterogeneous image of their city. For this study, the in-group will be the residents who live within the city boundaries of Minneapolis and St. Paul and the out-group is the residents who live in the opposite city.

## PRIMARY RESEARCH

### Method

To gather data for this study, a survey of Twin Cities residents (n=629) was conducted in June 2017. The questionnaire was open for six days from June 6 to 11 and data was collected using Qualtrics, an online survey delivery system available through the University of Minnesota. The survey consisted of 19 questions (Appendix A) but a response was not required for each question. The mean response time to complete the survey was sixteen minutes and the median time was seven minutes. The completion rate for the survey was 57.2%, which is the number of respondents who provided usable data (n=467) divided by the total number who opened the survey link (n=816).

The Institutional Review Board (IRB) at the University of Minnesota determined this study was exempt from full committee review and gave approval for the study to be conducted by the researcher. The researcher was trained on conducting studies involving human subjects through the Collaborative Institutional Training Initiative for Social/Behavior Research. The study was completed under the guidance of faculty advisor Stacey Kanihan, Ph.D., in the School of Journalism and Mass Communication at the University of Minnesota.

Using a convenience sampling approach, the survey was distributed online to personal connections of the researcher – co-workers, classmates, friends, and relatives – as well as shared to dedicated social media groups for residents of the Twin Cities (see Appendix B for recruitment materials). A pretest of the questionnaire with a small group of volunteers was completed to confirm the language and structure were clear. Modifications were made to eliminate any concerns about wording or organization before extensive distribution. The same

link was circulated to all groups so it is unknown where the majority of respondents accessed the survey.

A pool of 486 completed responses was received, with 467 being usable. The discarded survey responses included 18 respondents who were screened out of the survey because they indicated they did not live in the Twin Cities metro area and one respondent who indicated she was under the age of 18. The minor's responses were deleted in compliance with IRB guidelines. Another 143 partial responses were not included in the pool as they did not provide sufficient data. The resulting pool was comprised of 217 Minneapolis residents, 117 St. Paul residents, and 124 suburban residents. The collected data was compiled using Qualtrics and Microsoft Excel. The data analysis plug-in tool in Excel was used to do all the statistical analysis, including t-tests and chi-squares.

Given the differences in number of respondents from each city, the responses were filtered further to prevent the higher number of responses from Minneapolis residents from overwhelming the results. The suburban residents' responses were discarded and a random sample of 117 Minneapolis residents was taken from the larger group to match the number of responses from St. Paul residents. The parity allows for a more direct comparison of the two geographic groups. Thus, the final data analysis was conducted on a sample of 234 completed responses (Appendix C) but the number of responses varies for each question from 224 to 234 as respondents were not required to answer any of the questions.

## **Design**

The design for this study was adapted from three related studies. It was possible to combine different components without the risk of respondent fatigue because the scope of this study is limited to the evaluation of just two locations.

The first section is adapted from the Kalan et al. (2010) study of city brand personality in Turkey in which respondents were asked to freely express the different human personality traits they would use to characterize the given cities. Asking the question in an open form like this allowed for an uninhibited manner of data collection that does not restrict the personality traits of the city to a suggested list. In this survey, respondents were asked what three words they would use to describe Minneapolis and St. Paul if the cities were a person.

The second section of the survey provided a set list of 20 adjectives for the respondents to rate. The five brand dimensions and fifteen corresponding brand facets used are identified in Aaker's (1997) brand personality framework. While many researchers have attempted to identify better-suited brand personality dimensions for cities, the results are inconclusive and often only apply to locations outside the United States. However, Aaker's scale was used successfully in the Murphy, Moscardo, and Benckendorff (2007) study of tourists to gather data about the brand personality of Cairns and Whitsunday in Northern Australia. The study also included a comparison of two locations and determined the entire list of 42 personality traits could cause respondent fatigue given the scope of the survey. Thus, respondents were asked to indicate on five point Likert scale (1=not at all, 5=a great deal) how accurately Aaker's five brand dimensions and fifteen corresponding brand facets described the cities.

The third section on archetypes is derived from the Faber & Mayer (2009) study in which the authors hypothesized that people can perceive the presence of archetypes in various cultural media. The researchers investigated participant responses to perceived archetypes in 156 items of music, movies, and art. This study uses a similar method to investigate participant perceptions of archetypes as related to two city brands. Figure 2 on page 16 presents the archetype descriptions used in the study, which were adapted from Faber and Mayer's study using definitions from

previous archetypal researchers including Jung (1968) and Mark and Pearson (2001). Faber and Mayer (2009) list 13 archetypes, however, this study omits the Shadow archetype to conform to Mark and Pearson's 12 archetypes. The archetypes were listed alphabetically so as to preclude any notion of certain archetypes being preferable to others. Respondents were asked to read a list of descriptions for each of the 12 archetypes. Then participants were asked to choose the archetype that best represented the city based on the archetype descriptions given.

Finally, the questionnaire collected data on age, gender, place of residence, type of residence, annual household income, and education level.

### **Profile of respondents**

Respondents in the sample set were 50% from Minneapolis and 50% from St. Paul. Just 38% of respondents were born in the Twin Cities metro area (n=234) while 76.8% have lived in the Twin Cities for more than ten years (n=233). Respondents ranged in age from 21 to 85 years old. The mean age was 44 years old and the median age was 41 (n=227).

Due to convenience sampling, the demographics of the sample were not balanced or an accurate representation of the general population of the Twin Cities. The sample skewed female and well-educated. According to the latest US Census data from the 2015 American Community Survey compiled by the Metropolitan Council (2017b), 50.7% of residents in the Twin Cities metro area are female. However, the respondents to this survey were 68.7% female (n=233). Additionally, less than half of Twin Cities adults aged 25 and older have an education equivalent to a four-year college degree or higher (41.7%) while 85.8% of the survey respondents in the same age group (n=219) were at least college-educated. Given the researcher is female and well-educated, this outcome is likely a result of distributing the survey to friends and acquaintances with similar traits.

However, when comparing the study sample to the overall Twin Cities population, it was somewhat equivalent in homeownership and household income levels. The homeownership rate in the Twin Cities is 68.3% while 71.2% of survey respondents (n=233) indicated they owned their home. About one-third (32.4%) of households in the Twin Cities region are middle income (\$50,000-\$99,999) while 40.5% of respondents (n=227) were in the same bracket.

## Results

Respondents were first asked to provide three words they would use to describe the personalities of Minneapolis and St. Paul. There were two common descriptors in the top 10 responses for each city: friendly and beautiful (Table 1). However, St. Paul was rated higher on those two descriptors as a percentage of the overall list. Active, diverse, fun, progressive, young, vibrant, hip, busy, and clean were unique to the top descriptors for Minneapolis, with quiet, old, traditional, boring, historic, calm, charming, welcoming, and quaint specific to St. Paul. The word used most often by respondents to describe either city was quiet for St. Paul with over ten percent of the submissions for the question, “If the city of St. Paul were a person, what three words would you use to describe it?”

**Table 1:** The most popular descriptions of the cities given by respondents

Top Words Used to Describe Minneapolis (n=678)			Top Words Used to Describe St. Paul (n=688)		
	n	%		n	%
1. Active	26	3.8%	1. Quiet	75	10.9%
2. Diverse, <b>Beautiful</b> & Fun (tie)	22	3.2%	2. Old	50	7.3%
3. Progressive	21	3.1%	3. Traditional	29	4.2%
4. Young	19	2.8%	4. <b>Friendly</b> & <b>Beautiful</b> (tie)	28	4.1%
5. Vibrant & Hip (tie)	18	2.7%	5. Boring	26	3.8%
6. <b>Friendly</b>	17	2.5%	6. Historic	25	3.6%
7. Busy	15	2.2%	7. Calm	22	3.2%
8. Clean	13	1.9%	8. Charming, Welcoming & Quaint (tie)	20	2.9%

*Note: Items in **bold** indicate descriptors shared between the cities*

With over 600 responses, there were plenty of responses that only appeared once but were still worth noting (Table 2). These responses don't provide insight into trends or consistencies among respondents but instead illustrate the wide variety of words used.

**Table 2:** The most interesting descriptions of the cities given by respondents

Some Interesting Words Used to Describe Minneapolis (n=678)	Some Interesting Words Used to Describe St. Paul (n=688)
(Functional)alcoholic	Bookish
Aloof	Dead
Athazagoraphobia*	Elderly
Business-y	Far Away
Cleaner than Chicago	Irish
Easily offended	Layered
Fickle	Not Fashion Conscious
Hopping	Overly Catholic
Segregated	Regal
Turbulent	Salt of the Earth
Well groomed	Uptight

*\*the fear of being forgotten or ignored*

The dimensions of brand personality were tested using 20 descriptors from Aaker's scale (Table 3). The ones most strongly associated with Minneapolis were successful (4.06), intelligent (4.01), outdoorsy (3.98), spirited (3.96), and exciting (3.95). For St. Paul the five most strongly associated descriptors were charming (4.34), down to earth (4.03), intelligent (3.90), honest (3.76), and wholesome (3.74). There was only one common descriptor in the top five for each city – intelligent (Table 4). However, a two-sample t-Test assuming unequal variances indicated that the means were statistically non-significant between Minneapolis ( $M = 4.00$ ,  $SD = .91$ ) and St. Paul ( $M = 3.90$ ,  $SD = .89$ ),  $t(1.25) = 460$ ,  $p = n.s.$  In general, Minneapolis was rated higher on

the descriptors than St. Paul though. Minneapolis had 19/20 descriptors rated at 3.00 or higher while St. Paul only had 15/20.

**Table 3:** Respondents brand personality ratings for each city

<b>Brand Personality Facet</b>	<b>Minneapolis Mean</b>	<b>St. Paul Mean</b>	<b><i>t</i></b>	<b>p-value</b>
Charming	3.43	4.34	-10.82	<.001
Daring	3.43	2.37	11.55	<.001
Down to earth	3.19	4.03	-8.77	<.001
Exciting	3.95	2.68	15.17	<.001
Honest	3.25	3.76	-6.21	<.001
Imaginative	3.91	3.03	9.94	<.001
Outdoorsy	3.98	3.40	6.31	<.001
Reliable	3.41	3.71	-3.43	<.001
Sincere	3.06	3.73	-7.32	<.001
Sophisticated	3.64	3.19	4.99	<.001
Spirited	3.96	3.30	7.65	<.001
Successful	4.06	3.57	6.28	<.001
Up to date	3.85	2.82	12.48	<.001
Wholesome	3.03	3.74	12.48	<.001
Competent	3.75	3.53	2.45	0.0147
Upper class	3.26	3.12	1.71	0.0871
Cheerful	3.57	3.71	-1.68	0.0935
Intelligent	4.01	3.90	1.25	0.2132
Rugged	2.55	2.66	-1.15	0.2496
Tough	3.05	2.96	0.86	0.3882

Notes: Mean based on 1 = Not at all, 5 = A great deal; n = 229 - 232 as responses were not required for each question; p-values are two-tailed

**Table 4:** Top five brand personality ratings for both cities

<b>Top 5 Brand Personality Descriptors for Minneapolis</b>	<b>mean</b>	<b>Top 5 Brand Personality Descriptors for St. Paul</b>	<b>mean</b>
1. Successful	4.06	1. Charming	4.34
2. Intelligent*	4.01	2. Down to earth	4.03
3. Outdoorsy	3.98	3. Intelligent*	3.90
4. Spirited	3.96	4. Honest	3.76
5. Exciting	3.95	5. Wholesome	3.74

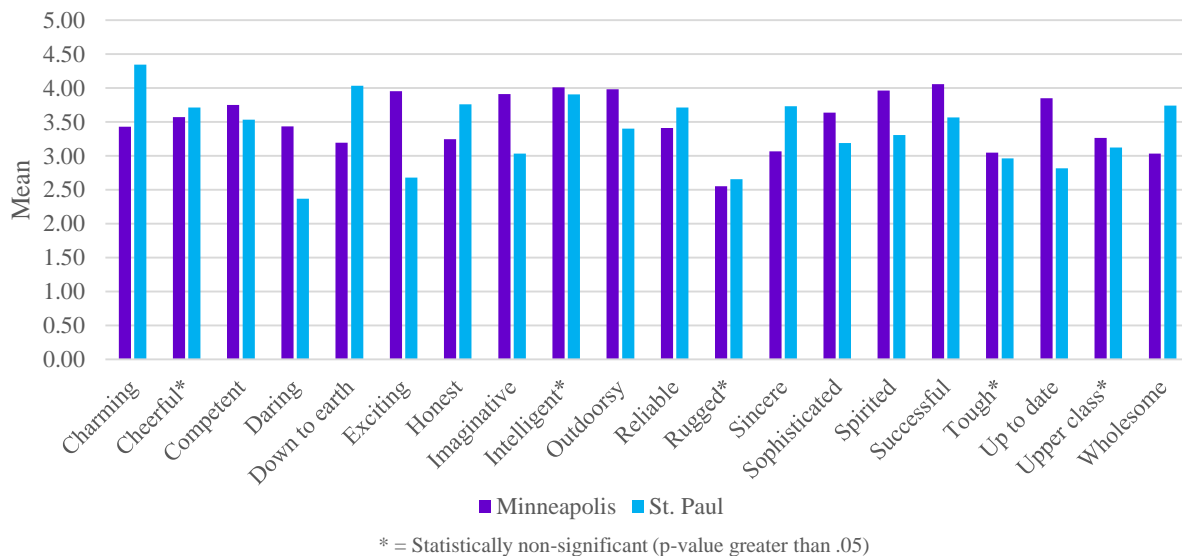
Note: Mean based on 1 = Not at all, 5 = A great deal.

\* = Statistically non-significant (p-value greater than .05)



In order to determine whether additional brand personality dimensions from Aaker's scale differed significantly between the two cities, all 20 brand personality descriptors were analyzed by two-sample t-Tests assuming unequal variances (Table 3). P-values below .001 were found for fourteen of the descriptors and a p-value below .05 was found for one more. The remaining five descriptors had p-values above .05. Thus, respondents were not able to discern a statistically significant difference between the descriptors of upper class, cheerful, intelligent, rugged, and tough for the two cities. The similar ratings for the statistically non-significant descriptors can be easily seen on a bar chart of the brand personality rating means (Figure 4).

**Figure 4:** Bar chart of brand personality ratings for Minneapolis and St. Paul



When comparing responses between the two resident groups (Minneapolis and St. Paul), there was considerable congruence in the top ratings for each city (Table 5). However, there were some differences in how Minneapolitan and St. Paulites rated their respective cities for certain facets. The greatest discrepancy was in the down to earth facet. Minneapolis residents rated their city at 3.70 (n=115) while St. Paulites rated Minneapolis at 2.68 (n=114), a variance of more than one rating point. Minneapolis residents also inflated their ratings of their city by

more than .50 over St. Paulites in the facets of charming, cheerful, reliable, and wholesome. On the other hand, St. Paulites' opinions only differed by more than .50 with Minneapolitans on two facets related to their city – cheerful and outdoorsy.

**Table 5:** Brand personality ratings for each city by resident groups

Brand Personality Facet	Minneapolis Residents		St. Paul Residents	
	Minneapolis	St. Paul	Minneapolis	St. Paul
Charming	3.75	4.25	3.10	4.44
Cheerful	3.88	3.42	3.27	3.99
Competent	3.97	3.45	3.53	3.62
Daring	3.43	2.26	3.44	2.48
Down to earth	3.70	3.81	2.68	4.25
Exciting	4.03	2.52	3.88	2.83
Honest	3.43	3.58	3.07	3.93
Imaginative	4.03	2.91	3.79	3.15
Intelligent	4.18	3.73	3.84	4.07
Outdoorsy	4.17	3.10	3.79	3.69
Reliable	3.72	3.53	3.10	3.89
Rugged	2.66	2.50	2.45	2.80
Sincere	3.31	3.52	2.82	3.93
Sophisticated	3.61	3.18	3.66	3.20
Spirited	4.06	3.18	3.86	3.43
Successful	4.16	3.50	3.96	3.63
Tough	3.11	2.91	2.98	3.01
Up to date	3.90	2.62	3.80	3.01
Upper class	3.22	3.00	3.30	3.24
Wholesome	3.30	3.55	2.77	3.92

In an attempt to investigate whether residents could recognize archetype presence in city brands with reliability and if residents from different areas judge the cities as representing the same archetype, the frequency of selections was calculated for residents of Minneapolis, St. Paul, and in total. High occurrences of archetype ratings and concentrated selections of archetypes for

each city among the different groups offer support that residents consistently perceive archetypes in the cities of Minneapolis and St. Paul (Table 6).

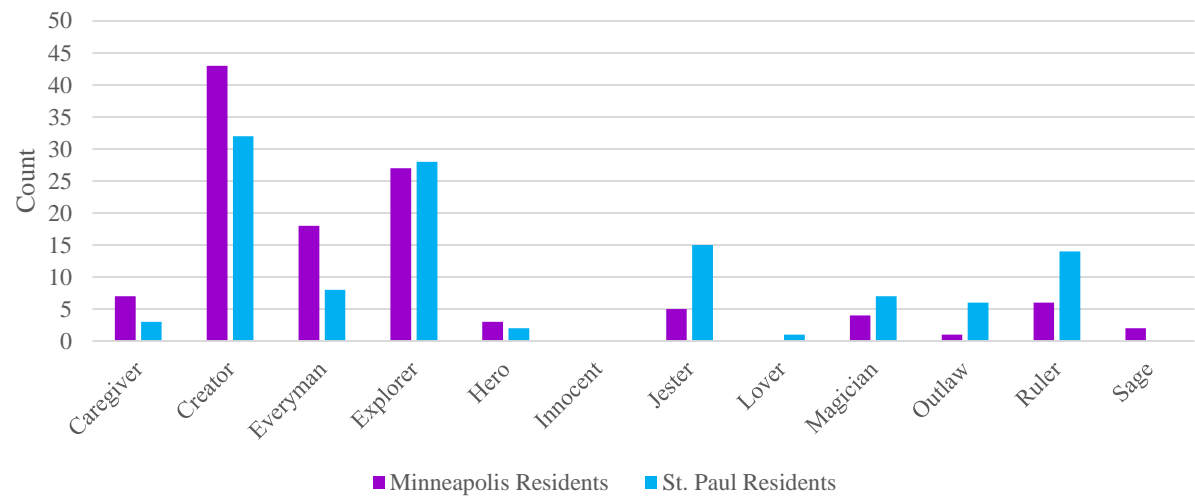
**Table 6:** Archetype selections by resident groups

Archetype	Minneapolis Residents		St. Paul Residents		All	
	Minneapolis	St. Paul	Minneapolis	St. Paul	Minneapolis	St. Paul
Caregiver	7	8	3	22	10	30
Creator	43	5	32	5	75	10
Everyman	18	55	8	44	26	99
Explorer	27	5	28	4	55	9
Hero	3	0	2	1	5	1
Innocent	0	13	0	15	0	28
Jester	5	0	15	0	20	0
Lover	0	6	1	1	1	7
Magician	4	3	7	1	11	4
Outlaw	1	2	6	0	7	2
Ruler	6	5	14	2	20	7
Sage	2	11	0	21	2	32
Total	116	113	116	116	232	229
p-value	<.001		<.001		<.001	

In order to determine whether the archetype selections made were markedly different from the frequencies expected by chance, the data was analyzed using a chi-square test (Table 6). Statistically significant differences were found for each of the groups. The p-values are less than 0.01 so the null hypothesis is not supported, proving there is a significant relationship between the archetypes and perceived city brands.

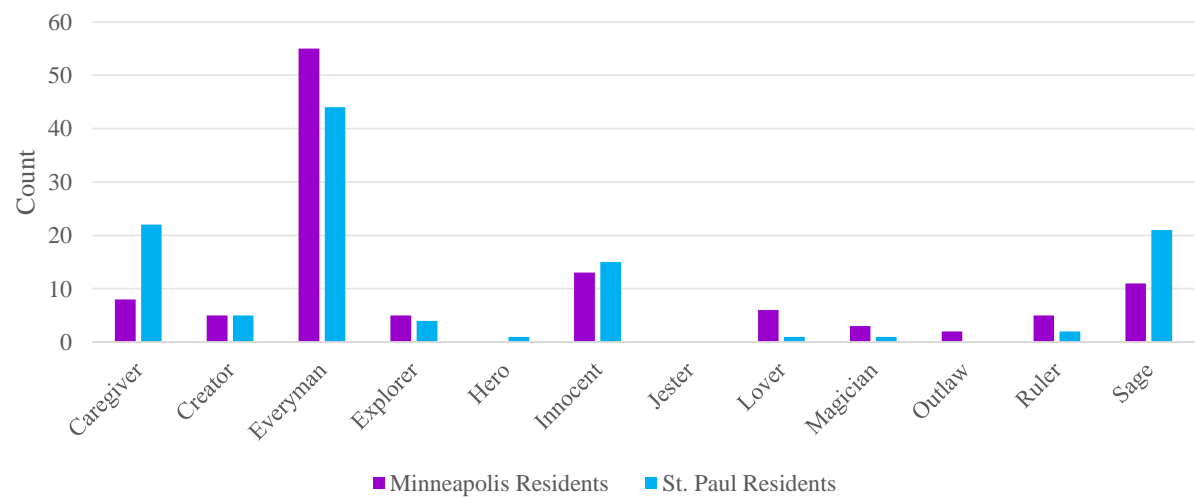
The city of Minneapolis brand was rated highest as the Creator with one-third of respondents selecting that archetype overall (n=232). Second highest for Minneapolis was the Explorer with 23.7% of responses (n=232). When broken down by resident groups, the ranked order stays the same (Figure 5).

**Figure 5:** Bar chart of archetype selections for Minneapolis by resident groups



Everyman was the most chosen archetype for St. Paul, receiving 43.2% of responses for the city overall (n=229). The second highest for St. Paul varied among the three groups. The Sage was the second highest for St. Paul in the overall rating while Minneapolis residents selected the Innocent and St. Paul residents choose the Caregiver, edging out the Sage by just one count (Figure 6).

**Figure 6:** Bar chart of archetype selections for St. Paul by resident groups



## CONCLUSIONS

### Key findings

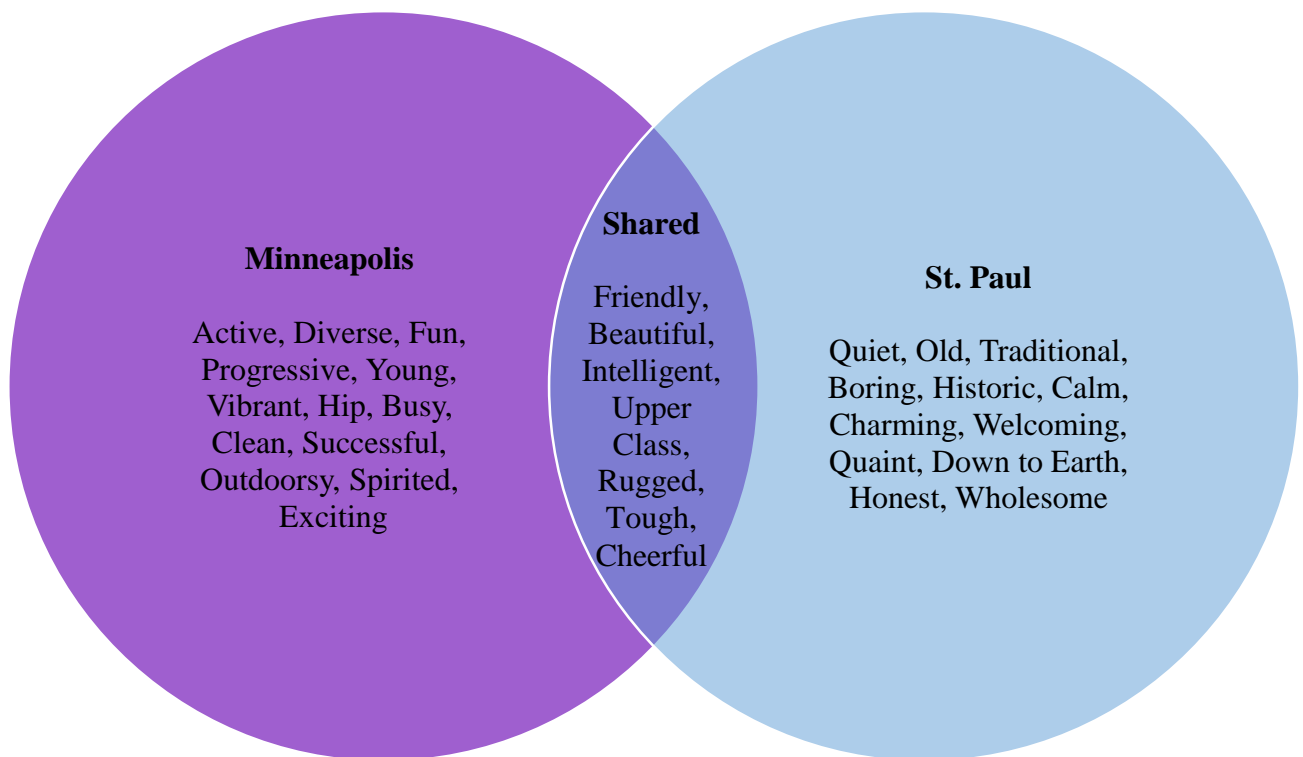
The results provide a number of useful insights into the application of brand personality to the cities of Minneapolis and St. Paul. In short, respondents were able to distinguish between the two destinations on the basis of brand personality with some key differences in the open-ended responses, significant differences in the personality ratings and substantial differences in archetype selections. The results indicate support to the affirmative for the first two pieces of the research question, which deal with whether residents can associate and differentiate brand personality characteristics with the two cities. However, there were limited differences in city brand personality perceptions in regards to resident status so the third question was not sustained.

Respondents were able to associate brand personality characteristics with the two cities, although there was some difficulty when responses were unrestricted. In reviewing the open-ended responses, it was evident that personality descriptors were not as common as more attribute-based descriptors when free-elicitation of city personality traits occurs. The descriptors provided were mostly attribute-based (e.g. beautiful, young, busy, clean, old, quiet, historic, etc.), with some exceptions (e.g. active, friendly, traditional, calm, etc.). The difficulty in coming up with personality descriptors without assistance could contribute to the fact that there were many different variations in words. When asked to rank personality on a given scale, there was more consistency.

While residents perceive the cities in very different ways, the variation is fairly consistent between the groups of residents. Minneapolis was unfailingly recognized as being successful, young, innovative, and exciting while St. Paul was the antithesis. The capital city was more commonly described as old, quaint, historic, and down to earth. Despite the fact that the cities are

described as twins, respondents identified very distinct brand personality traits for each municipality, but there were a few shared traits (Figure 7). Furthermore, there were no major differences in personality perceptions based on resident status. Residents of both cities had similar responses for both places. In other words, there was no substantial in-group/out-group effect with residents as predicted.

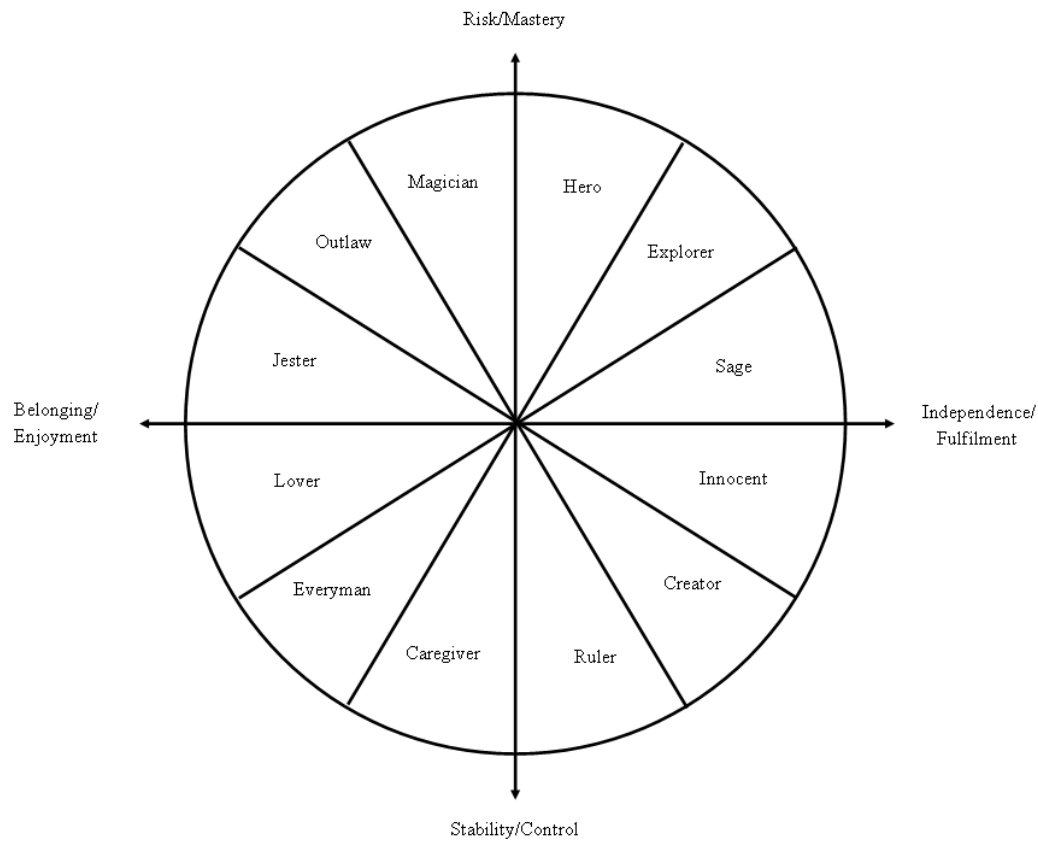
**Figure 7:** Venn diagram of unique and shared brand personality traits



Not surprisingly, the depictions revealed in the open-ended responses and brand personality ratings play well into the archetypes selected for each city. Minneapolis was unanimously chosen as the Creator. This archetype is described as innovative, artistic, inventive, fun, and creative. Other well-known Creator brands include General Electric, Williams-Sonoma, and YouTube. On the other hand, St. Paul was overwhelmingly selected as the Everyman. This archetype is described as wanting to belong and feel a part of something. The Everyman is

friendly, an underdog and neighbor, persevering, wholesome, and takes pride in his/her down-to-earth ethos. St. Paul is in good company with other Everyman brands like Levi's, Subway, and Chevy. It is interesting to note that the two archetypes selected fall in different quadrants when the archetypes are mapped by motivational forces (Figure 8). Both have a need for stability and control however the Everyman craves belonging while the Creator favors independence.

**Figure 8:** The 12 archetypes mapped by motivational forces on two axes adapted from *The Hero and the Outlaw: Building Extraordinary Brands Through the Power of Archetypes* (Mark & Pearson, 2001)



### Managerial implications

There are several lessons that marketers and communicators can take from this research. It shows that the Twin Cities are anything but twins when it comes to brand personality

perceptions of residents and although they are dissimilar, everybody living in the area seems to agree on the differences. The companies and agencies promoting Minneapolis and St. Paul may already knowingly use brand personality techniques, but this study provides substantial insight into how residents perceive certain qualities in the cities that the organizations may be entirely unaware of. And local residents' perceptions matter a lot for modern place branding, so the dynamics of its brand personality have to be formed with their input. If the personalities of the city and the perceptions of its residents do not overlap, the branding of the city will result in disappointment so I'd recommend to any agency looking to brand or market the Twin Cities use this research in a couple of ways.

The first and most important is to align the voice and visuals with the brand personality for any efforts promoting the city, especially those targeted at residents. Brand personality is not easily created and the hard work of finding the personality has already been done. This research is a crucial starting point for city agencies to begin developing efficient communication in order to showcase their existing, inherent brand personality. As demonstrated by numerous Minnesota cities, it is easy to squander money on visual displays of branding like logos or slogans. While strong imagery associated with a brand is important, focusing on the brand personality is what can transform the brand. There has to be a personality and stories to go along with the visual elements for them to mean anything. This requires maintaining the personality throughout all forms of communications and interactions with the target audience. From social media posts to promotional videos and press releases to advertisements, the personality must match. Letting the personality shift, by saying something that doesn't fit or using a visual that doesn't work, gives mixed messages to the audience which can create distrust with the brand. The little things a brand does often matter much more than any big thing a brand says.



For the brands of Minneapolis and St. Paul, I would recommend working with the following brand personality frameworks. This list combines the most important factors from the responses creating a comprehensive profile and excludes the descriptors that are typically perceived as negative such as old and boring:

<b>Minneapolis</b>	<b>St. Paul</b>
Successful	Charming
Spirited	Down to earth
Outdoorsy	Honest
Exciting	Traditional
Fun	Historic
Vibrant	Welcoming

In reality, the City of St. Paul already seems to be embracing these facets of its personality. The logo for the city features the silhouette of the distinctive Roman Catholic Cathedral of Saint Paul with outlines of homes and trees (Figure 9). The city name is written at the top in a serif font and the lines at the bottom of the image presumably represent the Mississippi River that runs through the city. The understated colors and traditional typeface capture the brand personality well.

**Figure 9:** The logo for the City of St. Paul government (City of St. Paul, 2017)



Beyond the visual representations of the brand, St. Paul is also doing a good job illuminating the brand personality in copy and written communication. An overview of the city notes that, “Life in Saint Paul flows deep with tradition...” and, “The sights, sounds and aromas are the breath of our unique, charming old neighborhoods” (City of St. Paul, 2017). These evocative phrases connect with the brand personality and tell the brand story through the lens of the Everyman archetype.

On the other hand, City of Minneapolis’ branding and communication is not as aligned with the results of this study. The city’s logo features a multi-colored sailboat and the tagline, “City of Lakes” (Figure 10). This version was released in 2015 as part of an effort to modernize the logo with the introduction of more curves, brighter colors, and fewer sailboats (Roper, 2015).

**Figure 10:** The logo for the City of Minneapolis government (City of Minneapolis, 2017)



The effort to be innovative matches the city’s perceived brand personality however the design only illuminates part of Minneapolis’ character. Designer Julia Curran aptly noted on her Happify Design blog,

“A sailboat doesn’t speak to Minneapolis as a city of water: creeks, the Mississippi, AND lakes. It doesn’t hint at our innovation, our diversity, our commitment to community, our

healthy lifestyles, our environmental sustainability, our acceptance and open-mindedness, or any of the characteristics that make Minneapolis great” (Curran, 2015).

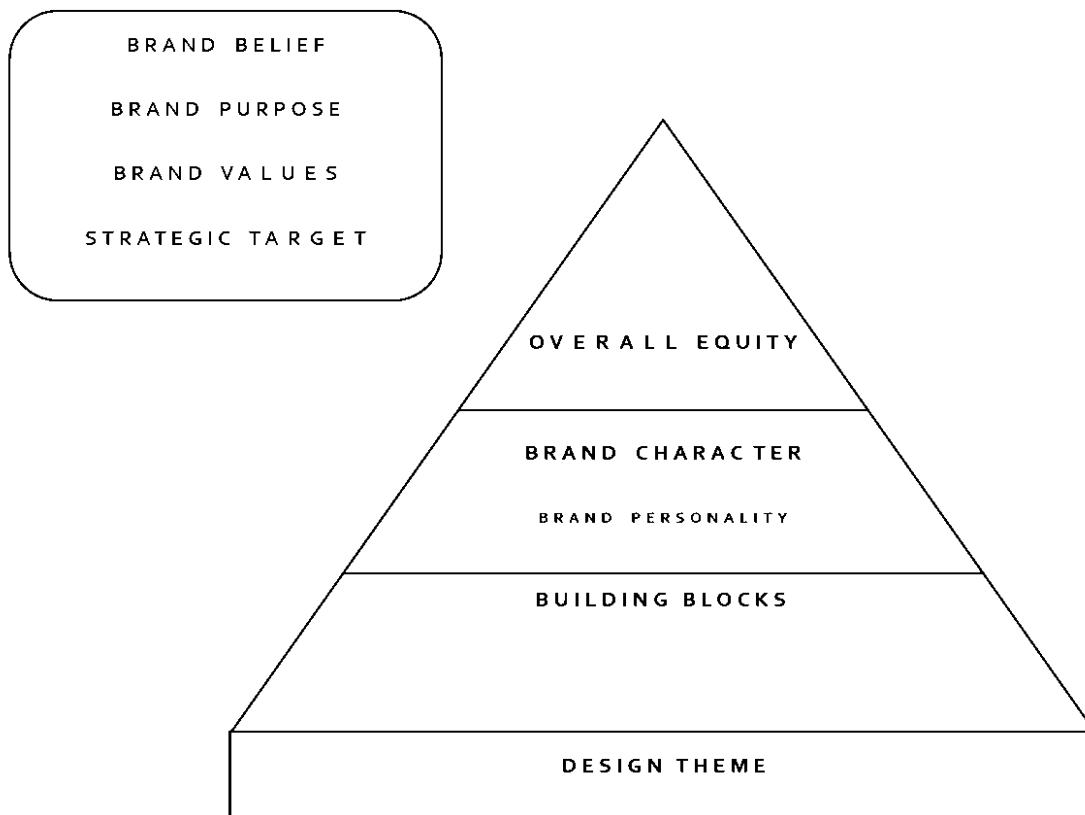
Many of the respondents to this study would likely agree as they mentioned several of the same things when asked about the personality of Minneapolis. However, hardly anybody made mention of lakes, water, or sailboats. Of course, a logo can't represent all aspects of the brand's personality but Minneapolis seems to be missing the mark completely with its visual elements.

The city is also failing at communicating about its perceived Creator archetype in written form. Unlike St. Paul there isn't an eloquent overview of the city anywhere on the main government website. Instead visitors to the site will find a variety of links to important agencies in the city (schools, libraries, parks, etc.) and a small note at the bottom of the page that says, “An important part of what makes Minneapolis a great place to live is its parks and lakes” (City of Minneapolis, 2017). The city is missing out on a critical opportunity to showcase its multifaceted personality. This study can be a good starting point for a dialogue about what it means to be part of Minneapolis and can help the city create a powerful brand that radiates an empathetic personality based on the responses from this sample.

Using the brand personalities according to this sample the cities can begin determining a brand character and other parts of a holistic road map for brand direction. A brand character is a person or type of person that emulates the brand and is an important part of a brand's equity (Figure 11). Given the adjectives presented, the brand character of Minneapolis could be Kate Hudson while St. Paul's brand character closely matches Tom Hanks. Kate Hudson is a successful movie star with a spirited personality and passion for the outdoors, as shown by her activewear business Fabletics. On the other hand, Tom Hanks is a family-man who has had a

steadfast career in acting. His demeanor is down to earth and charming, just like St. Paul. With these two elements created, one section of the brand equity pyramid for the cities is established.

**Figure 11:** A brand equity pyramid that helps define differentiation for a brand (Murn, 2017)



Using this equity to tell the same story over and over again helps create a brand personality blueprint that not only helps staff to communicate and behave consistently but will also help build a coherent army of brand ambassadors. Fortunately for the cities of Minneapolis and St. Paul they apparently have brand ambassadors across the Twin Cities. This research shows there is genuine affection for each location from residents inside city boundaries as well as nearby. For public relations efforts this is immensely helpful as it creates more spokespeople who can speak candidly about the cities personalities. And because what other people say about

you, is usually more credible than what you say about yourself, the people who might be associated with the city but don't live there can provide a convincing claim.

Nonetheless, given their differences in brand personalities, I would recommend the cities either move away from using the misnomer "Twin Cities" or fully embrace it. As shown in the data, the two cities are very different when it comes to brand personality. In fact, they are almost exact opposites. Yet while the concept of "twin cities" is a generic term that can describe any two urban centers that are in close geographic proximity (i.e. Dallas and Fort Worth, Texas; Durham and Raleigh, North Carolina; or Champaign and Urbana, Illinois), Minneapolis and St. Paul have somehow monopolized the phrase and earned a spot in the dictionary just below the technical definition (Oxford University Press, 2017). The word twin evokes thoughts that the two things are matching but more appropriate phrase would be Adjacent Cities or Neighbor Cities, which has a welcoming connotation. Moving away from the Twin Cities name could help with attracting newcomers as well as retaining existing residents because people will have a better understanding of what to expect from each location. Creating two distinct location also doubles the reasons why somebody would want to visit the area. If removing the phrase "Twin Cities" from everyday vocabulary is too drastic, the next best option could be using the platform for a campaign promoting the attributes shared between the cities like friendly, beautiful, intelligent, and cheerful (Figure 7)

Finally, the city agencies can use the archetype selections as a starting point to determine what the ultimate brand archetype should be. The perceptions of residents are a very important factor in the decision but other analysis should be completed to get a holistic picture of the landscape, including investigating competitors, asking employees from the CEO to frontline

workers, and digging through content and achieves to uncover existing themes. By identifying the archetype, the city brands will be better positioned to align their communications efforts.

Like the other facets, it is important to stick with the archetypal story and use it as a strategic backbone. For example, if it is a consensus that Minneapolis is the Creator, the city brand should encourage bold thinking and passionate self-expression. Messages to residents should empower them to think innovatively, whether with alternative forms of energy, cutting-edge social services, or one-of-a-kind public policies. As the Everyman, St. Paul, on the other hand, ought to infuse trustworthiness, honest, and reliability in its communications. The city's content should create a warm and welcoming tone that's instructive, knowledgeable, kind, and demonstrates friendliness. Infusing these feelings in all brand communication, from news about the latest organic recycling program to a press release about the completion of a large construction project, will tell the brand story.

### **Limitations and avenues for further research**

This study was limited to capturing a small sample of resident perceptions of two cities in single state. It would be useful to apply the research to different cities and populations (tourists, businesses, prospective residents, staff, etc.) to validate the results. Another limitation of the study is the use of a convenience sample. A randomized sample would have allowed the collected results to be generalized to the larger Twin Cities population. If conducted again, the use of quotas would provide a simple way to collect a more balanced sample in regards to certain demographic characteristics.

Additional limitations of this research are related to the typical constraints of online surveys. Because of the design of the survey and ethical standards, participants were not forced to answer any questions. This allowed participants to choose which questions to respond to and

resulted in some questions receiving more responses than others. Concerns could be raised about respondents' personal opinions of the cities and any resulting bias in choosing whether to answer to a particular question. There could be an additional risk of sampling bias towards participants who are less comfortable using technology because the survey was completed online. Technical difficulties affecting participant's ability to access and respond to items are a potential concern as well.

Even with these limitations, this study paves the way for many avenues of future research. Follow-up research should include validation that people are able to categorize city brands according to classic archetypes reliably. While it has been shown that consumers can recognize archetypes in media (Faber & Mayer, 2009) there isn't a similar study that looks at archetypes and place brands. Additionally, questions that ask about the desired brand personality or archetype could provide guidance on how residents would like to see the city evolve. This study only provides insight on how residents currently perceive the brand personality with no indication of whether the status quo is positively or negatively received.

In the Twin Cities specifically, another extension of this study should be to test and compare resident's perceptions of neighborhood brand personalities. Minneapolis and St. Paul alone are home to more than 100 neighborhoods with diverse housing types, different retail and dining options, and unique cultures. People may have a stronger connection and perception of brand personality to these microcosms than the larger cities. The rise of localism as displayed in the emerging importance of local businesses and local news plays into this focus on smaller communities.

Beyond scaling down, it would also be practical to extend the study longitudinally. Minneapolis and St. Paul will play host to numerous large scale events such as the Super Bowl

and X Games in the coming years. Another survey could show how the influx of tourism and increased national attention has affected residents' perceptions of the city brands, if at all. It could also be interesting to collect data from tourists on the brand personalities of Minneapolis and St. Paul and compare the results to resident perceptions. The two dissimilar groups would likely conform to the Social Identity Theory more than the groups defined for this study.

More broadly, it would be compelling to investigate the link between city brand personalities and self-identity further. Aaker (1997) and other researchers have consistently found a positive relationship when there is congruity between the consumer's self-identity and the brand's personality. Hence brands associated with one particular trait tend to attract consumers who possess the same personality traits. Additionally, there is literature that has shown a link between classic archetypal personalities and individual personalities (Faber & Mayer, 2009) and Sariyer (2017) discovered that residents perceive their city in a way that is congruent with their own personality traits. Based on these studies there is merit in discovering how people's own personalities manifest themselves in brand personality perceptions and if there is any link to the level of satisfaction with the location.

Lastly, a brand archetype is first and foremost what lives in the hearts and minds of a consumer, but a more in-depth look at the city brands' operations along with quantitative research would provide a more holistic picture. Interviews with senior leaders and employees who work for and promote the cities could provide insightful information on what brand personality traits they find match the brands. Ultimately employees, especially who are communicators, need a consistent brand personality from which they also agree with to work.



## APPENDICES

### Appendix A – Online Survey Questionnaire

#### City Branding Study

You are invited to be in a research study about city branding. Please read this form and contact the researcher with any questions you may have before beginning this study.

This study is being conducted by: Lindsay Bosley, Strategic Communication Masters Candidate, School of Journalism and Mass Communication, University of Minnesota, bosley@umn.edu  
You can also contact the academic advisor, Dr. Stacey Kanihan at skanihan@umn.edu If you have any questions or concerns regarding this study and would like to talk to someone other than the researcher(s), you are encouraged to contact the Research Subjects' Advocate Line, D528 Mayo, 420 Delaware St. Southeast, Minneapolis, Minnesota 55455; (612) 625-1650.

Procedure: If you agree to participate in this study, you will be asked to complete a survey questionnaire about city branding. You will also be asked to provide some demographic information. The survey will take about 10 minutes to complete.

Risks and benefits of being in this study: There is no particular risk associated with this study.

Confidentiality: The information you provide in this survey will be kept private. Only the researcher will have access to the records. Data included in the final report will not include any information that would make it possible to identify a study subject.

Voluntary nature of the study: Participation in this study is voluntary. Your decision not to participate will not impact your standing with the University of Minnesota. If you decide to participate, you are free to not answer any question or to withdraw from the study at any time.

Q1 Do you live in the Twin Cities metro area? The Twin Cities metro area covers the seven counties of Hennepin, Ramsey, Anoka, Washington, Dakota, Scott, and Carver in Minnesota. Click here to view a map.

- ☐ Yes
- ☐ No

Q2 How long have you lived the Twin Cities metro area? The Twin Cities metro area covers the seven counties of Hennepin, Ramsey, Anoka, Washington, Dakota, Scott, and Carver in Minnesota. Click here to view a map.

- ☐ Less than one year
- ☐ 1-5 years
- ☐ 6-10 years
- ☐ More than 10 years

Q3 Were you born in the Twin Cities metro area? The Twin Cities metro area covers the seven counties of Hennepin, Ramsey, Anoka, Washington, Dakota, Scott, and Carver in Minnesota. Click here to view a map.

- ☐ Yes  
☐ No

Q4 Please select the county and city where you currently live:

County: (drop down)

City: (drop down)

Q5 If the city of Minneapolis was a person, what three words would you use to describe it?

- (1)  
 (2)  
 (3)

Q6 If the city of St. Paul was a person, what three words would you use to describe it?

- (1)  
 (2)  
 (3)

Q7 Rate how accurately each of the following words describes the city of Minneapolis:

	Not at all (1)	(2)	(3)	(4)	A great deal (5)
Charming	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cheerful	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Competent	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Daring	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Down to earth	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Exciting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q8 Rate how accurately each of the following words describes the city of Minneapolis:

	Not at all (1)	(2)	(3)	(4)	A great deal (5)
Honest	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Imaginative	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Intelligent	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Outdoorsy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reliable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rugged	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sincere	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q9 Rate how accurately each of the following words describes the city of Minneapolis:

	Not at all (1)	(2)	(3)	(4)	A great deal (5)
Sophisticated	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Spirited	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Successful	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tough	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Up to date	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Upper class	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wholesome	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q10 Rate how accurately each of the following words describes the city of St. Paul:

	Not at all (1)	(2)	(3)	(4)	A great deal (5)
Charming	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cheerful	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Competent	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Daring	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Down to earth	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Exciting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q11 Rate how accurately each of the following words describes the city of St. Paul:

	Not at all (1)	(2)	(3)	(4)	A great deal (5)
Honest	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Imaginative	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Intelligent	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Outdoorsy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reliable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rugged	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sincere	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q12 Rate how accurately each of the following words describes the city of St. Paul:

	Not at all (1)	(2)	(3)	(4)	A great deal (5)
Sophisticated	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Spirited	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Successful	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tough	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Up to date	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Upper class	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wholesome	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

A brand archetype is a personification of a brand on a human level. It borrows well-established character types throughout history, film, and literature to define a brand's underlying personality and character. Please read the following list of descriptions of the 12 brand archetypes.

Archetype	Description
Caregiver	caring, compassionate, generous, protective, devoted, sacrificing, nurturing, friendly
Creator	innovative, artistic, inventive, non-social, a dreamer looking for beauty and novelty, emphasizes quality over quantity, highly internally driven
Everyman	working class common person, underdog, neighbor, persevering, wholesome, candid, cynical, realistic
Explorer	independent, free-willed adventurer, seeking discovery and fulfillment, solitary, spirited, indomitable, observant of self and environment, a wanderer
Hero	courageous, impetuous, warrior, noble rescuer, crusader, undertakes an arduous task to prove worth, inspiring, the dragonslayer
Innocent	pure, faithful, naïve, childlike, humble, tranquil, longing for happiness and simplicity, a traditionalist
Jester	living for fun and amusement, playful, mischievous comedian, ironic, mirthful, irresponsible, prankster, enjoys a good time
Lover	intimate, romantic, passionate, seeks to find and give love, tempestuous, capricious, playful, erotic
Magician	physicist, visionary, alchemist, seeks the principles of development, interested in how things work, teacher, performer, scientist
Outlaw	rebellious iconoclast, survivor, misfit, vengeful, disruptive, rule-breaker, wild, destructive
Ruler	strong sense of power, control, the leader, the judge, highly influential, stubborn, tyrannical, high level of dominance
Sage	values truth and knowledge, the expert, the counselor, wise, pretentious, philosophical, intelligent, mystical

Q13 Select the archetype that best represents the city of Minneapolis using the archetype descriptions given:

- ☐ Caregiver
- ☐ Creator
- ☐ Everyman
- ☐ Explorer
- ☐ Hero
- ☐ Innocent
- ☐ Jester
- ☐ Lover
- ☐ Magician
- ☐ Outlaw
- ☐ Ruler
- ☐ Sage

Q14 Select the archetype that best represents the city of St. Paul using the archetype descriptions given:

- ☐ Caregiver
- ☐ Creator
- ☐ Everyman
- ☐ Explorer
- ☐ Hero
- ☐ Innocent
- ☐ Jester
- ☐ Lover
- ☐ Magician
- ☐ Outlaw
- ☐ Ruler
- ☐ Sage

Q15 In what year were you born? \_\_\_\_\_

Q16 What is your gender?

- ☐ Male
- ☐ Female
- ☐ Other \_\_\_\_\_

Q17 What was the last grade or level of school you completed?

- ☐ Some high school or less
- ☐ Completed high school or equivalent (GED)
- ☐ Some college/trade school
- ☐ Two-year college degree or trade school certificate
- ☐ Four-year college degree
- ☐ Some graduate work
- ☐ Graduate degree

Q18 Do you currently own or rent your residence?


- ☐ Rent
- ☐ Own
- ☐ Other \_\_\_\_\_

Q19 What is your total annual household income?

- ☐ Less than \$25,000
- ☐ \$25,000-\$49,999
- ☐ \$50,000-\$74,999
- ☐ \$75,000-\$99,999
- ☐ \$100,000-\$124,999
- ☐ \$125,000-\$149,999
- ☐ \$150,000 or more

## Appendix B – Recruitment Materials

Message posted by the researcher to her personal Facebook profile



**Lindsay Bosley**  
June 6 at 9:21pm · Minneapolis · 🌐 ▼


As promised, I have another exciting survey for you! I would greatly appreciate if you could complete this brief online questionnaire about my topic of city branding. This original research is part of my final project for a master's in strategic communication.

Take the survey: <http://z.umn.edu/cb17>

I'm hoping to get 400 responses from people who live in the Twin Cities so if you want some extra credit, please share this link with your networks and any neighborhood forums you belong to. Thanks in advance.






 Like    Comment    Share


 Kari Cathryn, Jen Jech Fuhrman and 8 others

4 shares

**Michelle Aumann** that cat got me to do it!  
Haha · Reply · 😊 1 · June 6 at 9:46pm



 Write a comment...   


Message posted by the researcher to the I Love NE Minneapolis closed group for “celebrating all of the great things NE Minneapolis has to offer” with 20,192 members



**Lindsay Bosley**  
June 7 at 7:27pm



I am conducting research on city branding in the Twin Cities as part of my Strategic Communication Masters Program. Help represent Minneapolis by completing this brief survey: <http://z.umn.edu/cb17>



Thanks in advance for your help!



 Like  Comment



 19



**Shaleen Raenyxian** Done  
[Like](#) · [Reply](#) ·  1 · June 7 at 9:07pm



**Jessica Ann Buchholz** Done!!  
[Like](#) · [Reply](#) ·  1 · June 7 at 10:25pm



**Lacey Joy Ohlsen** That was cool!!  
[Like](#) · [Reply](#) ·  1 · June 7 at 11:11pm




**Lamar Salinas-Niemczycki** Done!  
[Like](#) · [Reply](#) ·  1 · June 8 at 1:15am



**Antonitte Mahto** Done  
[Like](#) · [Reply](#) ·  1 · June 8 at 6:59am

**Nancy Breeding** Done  
[Like](#) · [Reply](#) ·  1 · June 8 at 8:22am

**Toni L Johnson** Done! 😊  
[Like](#) · [Reply](#) ·  1 · June 8 at 8:37am

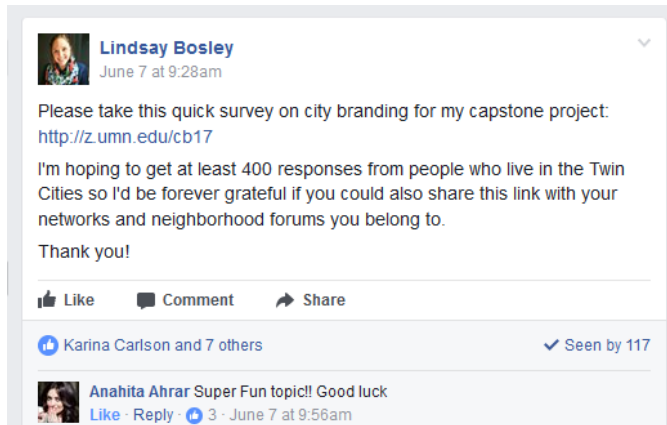
**Jill Hahn** Done  
[Like](#) · [Reply](#) ·  1 · June 8 at 1:57pm

**Gayle Jideofor**  
  
[Like](#) · [Reply](#) ·  1 · June 8 at 4:25pm

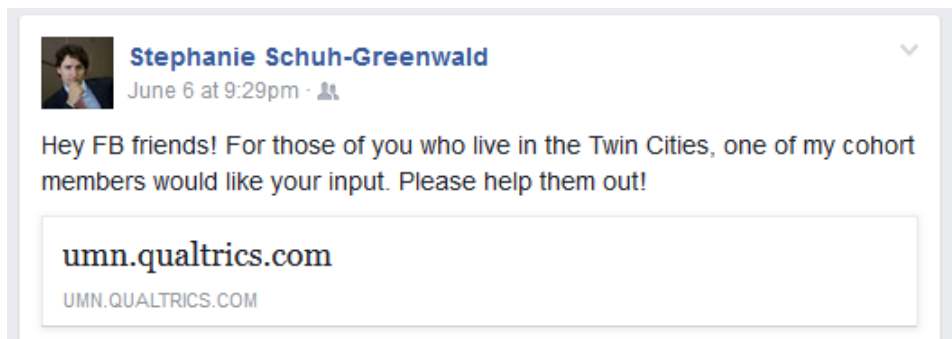
**Andrea Nordick-Stone** Interesting survey!  
[Like](#) · [Reply](#) ·  1 · June 8 at 5:33pm



Message posted by the researcher to the Strategic Communications MA Program closed group for current students or alumni of the University of Minnesota Strategic Communication M.A. program with 208 members



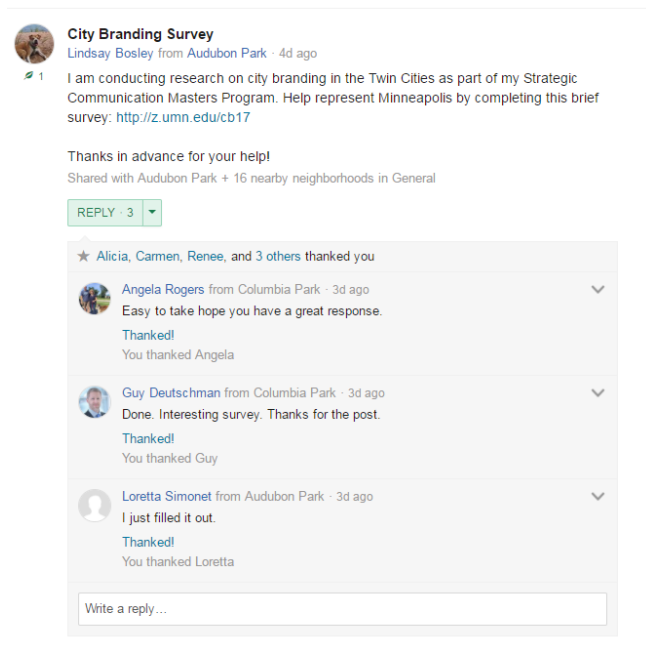
Message posted by a classmate of the researcher to her personal Facebook profile



Message posted by a classmate of the researcher to her personal Facebook profile



Message posted by the researcher to the Nextdoor social network with 7,003 members



## Email message sent by the researcher to friends and family

Share your opinions and help me graduate!

**Lindsay Bosley** <bosley@umn.edu>

to bcc: Nina, bcc: Matt, bcc: Tiffany, bcc: Jake, bcc: Kelly, bcc: Jeffrey, bcc: Michelle, bcc: Rand, bcc: Abigail ▾

Jun 7 (4 days ago) ☆ ↶ ▾

Hello!

As you might know, I'm very close to earning my master's degree in Strategic Communication. The last thing I have to do is complete my capstone project, which is where I need your help. I would greatly appreciate if you would complete a brief online questionnaire about my topic of city branding.

Follow this link to the survey:

[z.umn.edu/cb17](https://z.umn.edu/cb17)

Or copy and paste the URL below into your browser:

[https://umn.qualtrics.com/jfe/form/SV\\_8vP4AN0JFEpZnT](https://umn.qualtrics.com/jfe/form/SV_8vP4AN0JFEpZnT)

I'm hoping to get 400 responses from people who live in the Twin Cities so if you want some extra credit, please share this link with your networks and any neighborhood forums you belong to.

If you have any questions or are curious about the research, don't hesitate to reach out.

Thanks in advance!

---

**Lindsay Bosley**

Coordinator of Recruitment &amp; Communications

achiever | discipline | relator | strategic | learner

Undergraduate Program • 2-190 Hanson Hall

1925 Fourth Street South • Minneapolis, MN 55455

Direct: 612.625.1218 • Office: 612.624.3313

## Message posted by the researcher to Twin Cities group on reddit with 15,509 subscribers



r/TwinCities

UMN Master's Survey about TC Branding.  
Please help me graduate!

u/Pro-Wizard

Sorry for the shameless plug, but I'm very close to earning my master's degree in Strategic Communication. The last thing I have to do is complete my capstone project. This is where I need your help TC Redditors. I would greatly appreciate if you could take a brief online questionnaire about my topic of branding in the Twin Cities.

Follow this link to the survey: [Survey Here!](https://umn.qualtrics.com/jfe/form/SV_8vP4AN0JFEpZnT)

Or copy and paste the URL below into your browser:

[https://umn.qualtrics.com/jfe/form/SV\\_8vP4AN0JFEpZnT](https://umn.qualtrics.com/jfe/form/SV_8vP4AN0JFEpZnT)

Please send me a direct message with any questions otherwise the survey states additional contacts!

Thank you!

Edit:formatting

6 Comments

... | ↑ 7 ↓

Best ▾

Write a comment

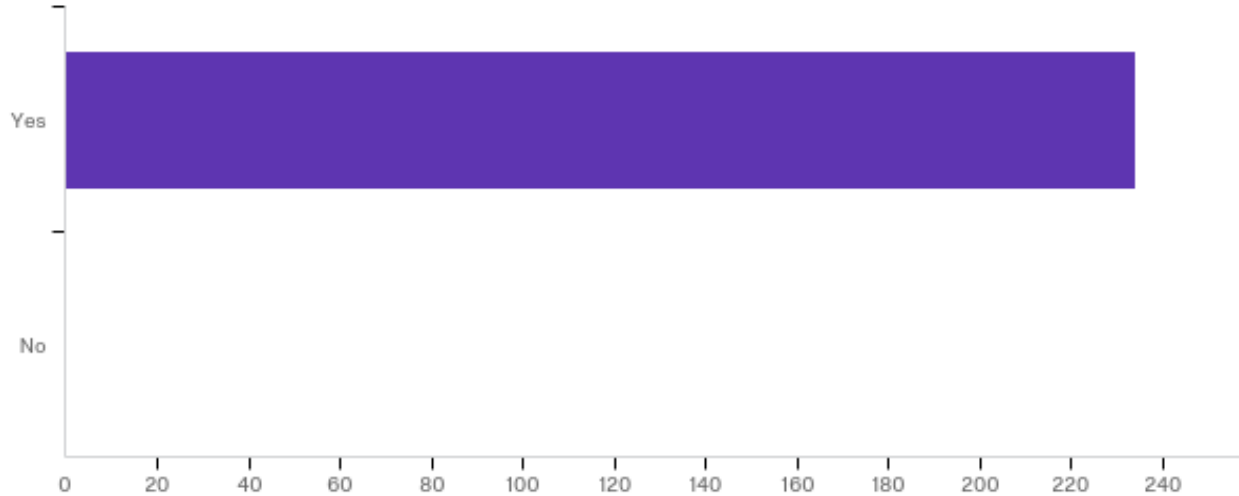
Ookitarepanda · 4d

Done. I like the archetype question!

← ... | ↑ 2 ↓

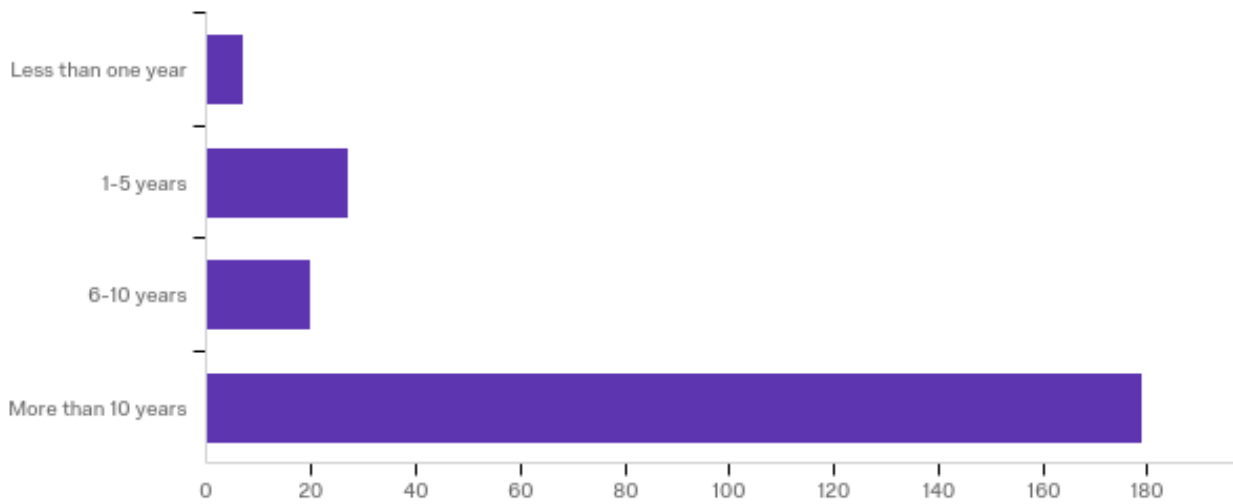
**Appendix C – Online Survey Results**

Q1 - Do you live in the Twin Cities metro area? The Twin Cities metro area covers the seven counties of Hennepin, Ramsey, Anoka, Washington, Dakota, Scott, and Carver in Minnesota. [Click here to view a map.](#)



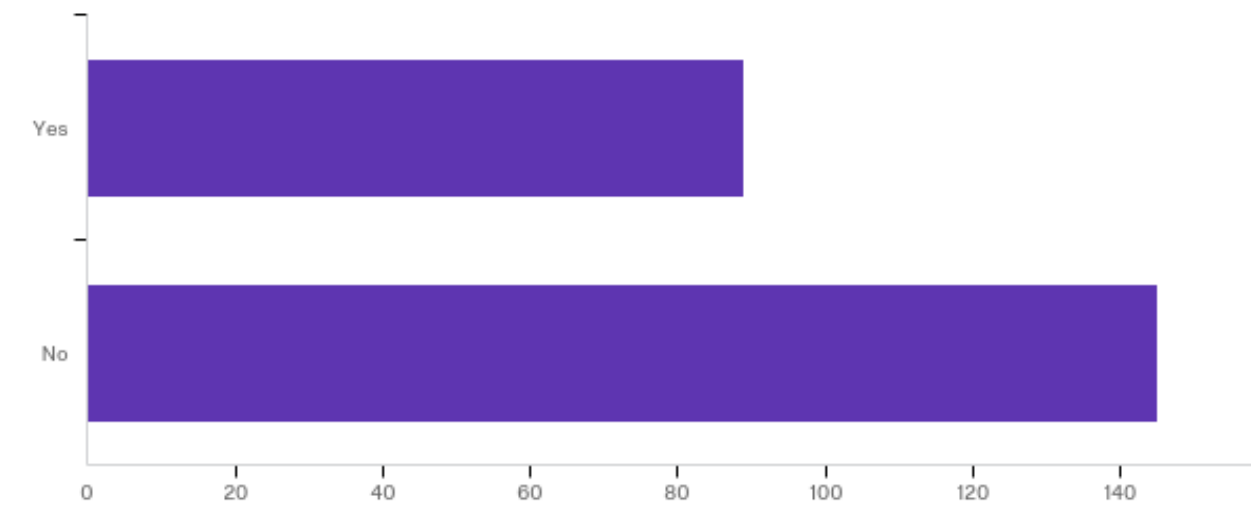
Answer	%	Count
Yes	100.00%	234
No	0.00%	0
Total	100%	234

Q2 - How long have you lived the Twin Cities metro area? The Twin Cities metro area covers the seven counties of Hennepin, Ramsey, Anoka, Washington, Dakota, Scott, and Carver in Minnesota. Click [here](#) to view a map.



Answer	%	Count
Less than one year	3.00%	7
1-5 years	11.59%	27
6-10 years	8.58%	20
More than 10 years	76.82%	179
Total	100%	233

Q3 - Were you born in the Twin Cities metro area? The Twin Cities metro area covers the seven counties of Hennepin, Ramsey, Anoka, Washington, Dakota, Scott, and Carver in Minnesota. [Click here to view a map.](#)



Answer	%	Count
Yes	38.03%	89
No	61.97%	145
Total	100%	234

Q4 - Please select the county and city where you currently live:

Answer	%	Count
Anoka	0.00%	0
Carver	0.00%	0
Dakota	0.00%	0
Hennepin	50.00%	117
Ramsey	50.00%	117
Scott	0.00%	0
Washington	0.00%	0
Total	100%	234

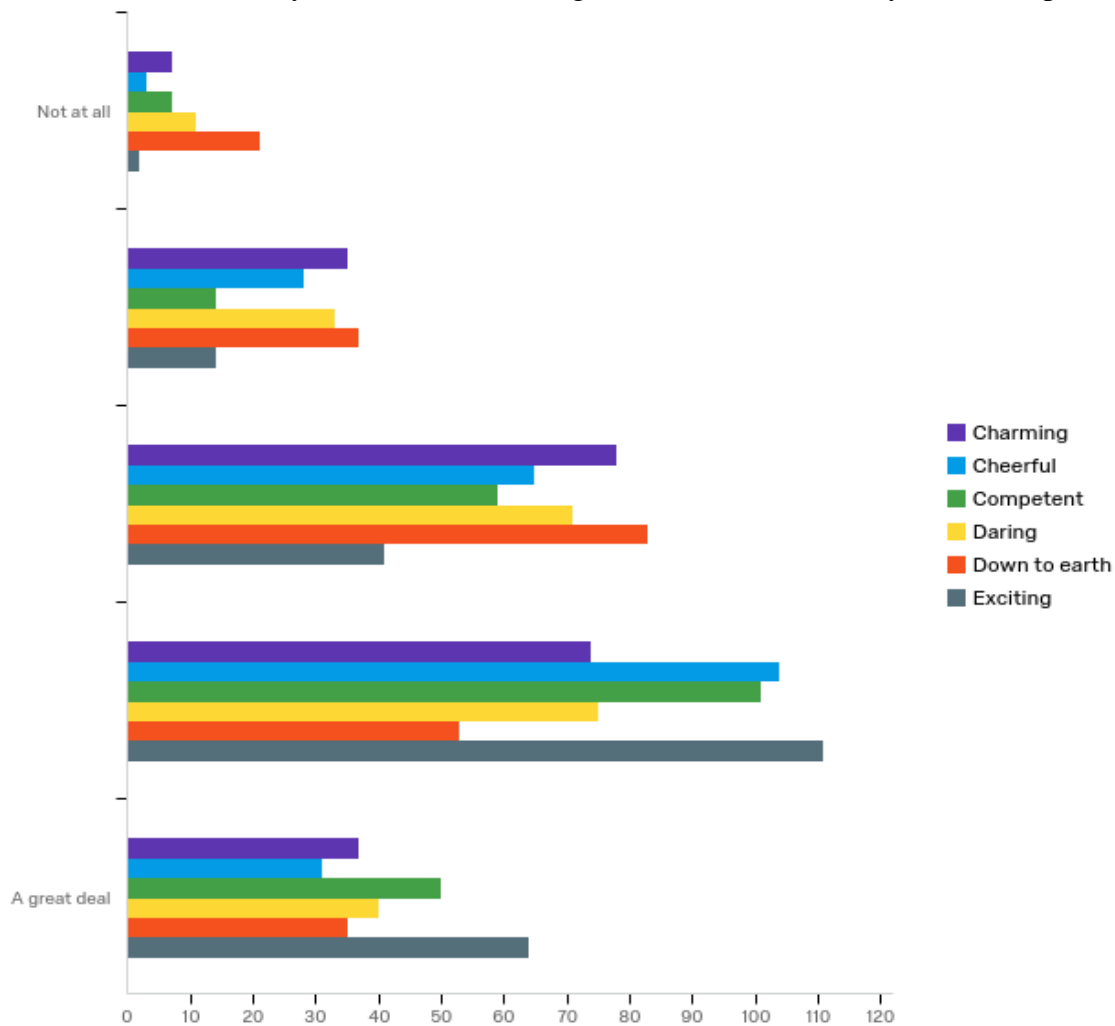
Answer	%	Count
Minneapolis	50.00%	117
Saint Paul	50.00%	117
Total	100%	234





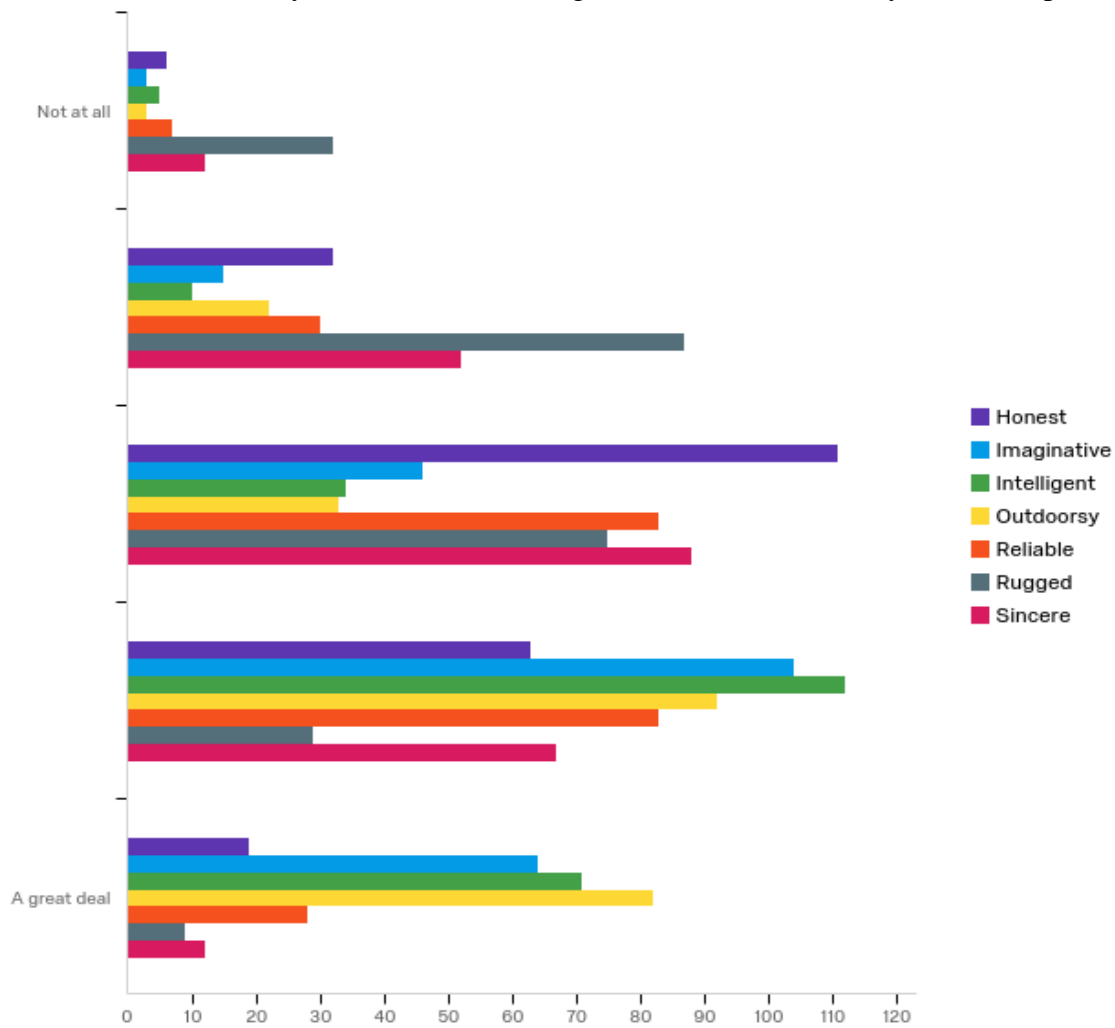
*An ordered list of responses is available upon request.*

Q7 - Rate how accurately each of the following words describes the city of Minneapolis:



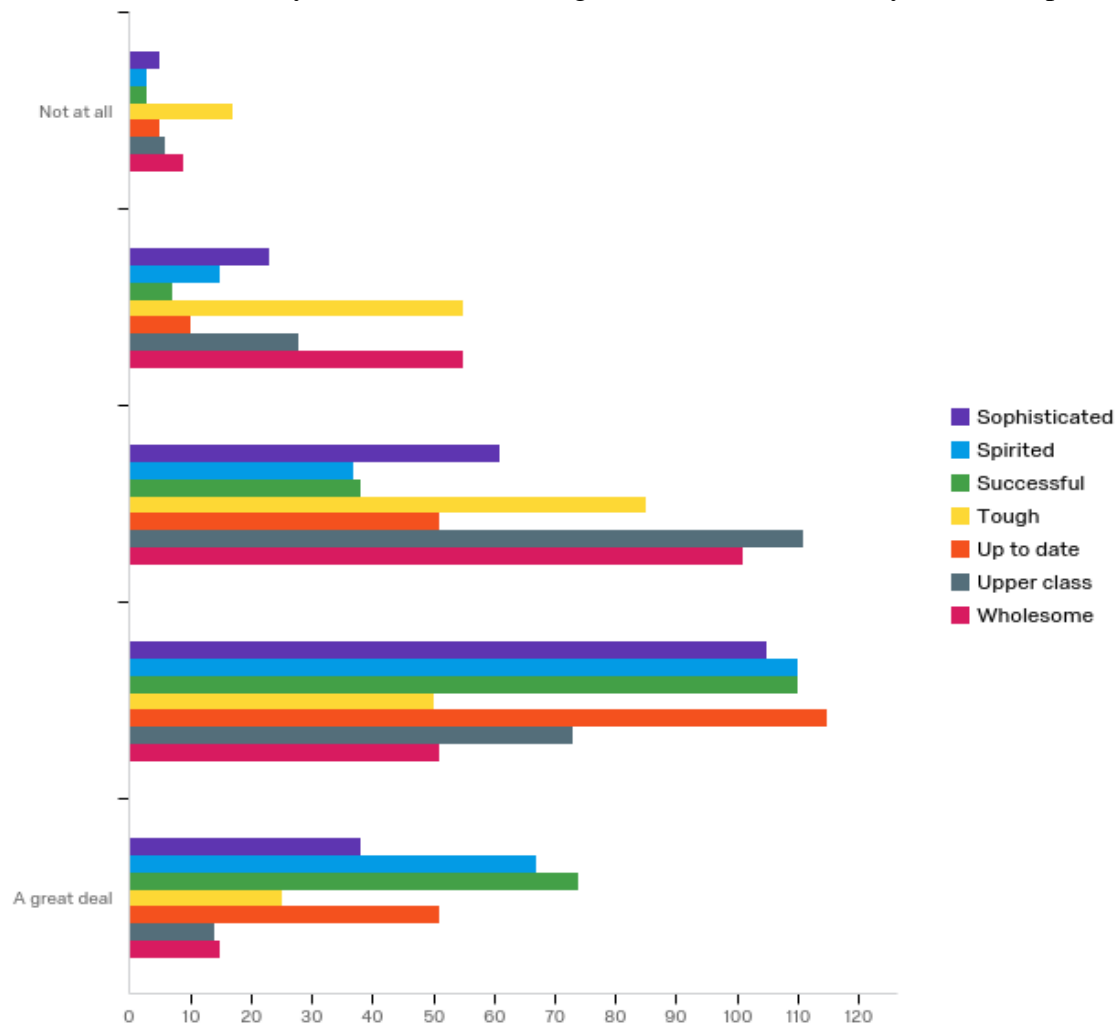
Question	Not at all								A great deal	
Charming	13.73%	7	21.74%	35	19.65%	78	14.29%	74	14.40%	37
Cheerful	5.88%	3	17.39%	28	16.37%	65	20.08%	104	12.06%	31
Competent	13.73%	7	8.70%	14	14.86%	59	19.50%	101	19.46%	50
Daring	21.57%	11	20.50%	33	17.88%	71	14.48%	75	15.56%	40
Down to earth	41.18%	21	22.98%	37	20.91%	83	10.23%	53	13.62%	35
Exciting	3.92%	2	8.70%	14	10.33%	41	21.43%	111	24.90%	64
Total	Total	51	Total	161	Total	397	Total	518	Total	257

Q8 - Rate how accurately each of the following words describes the city of Minneapolis:



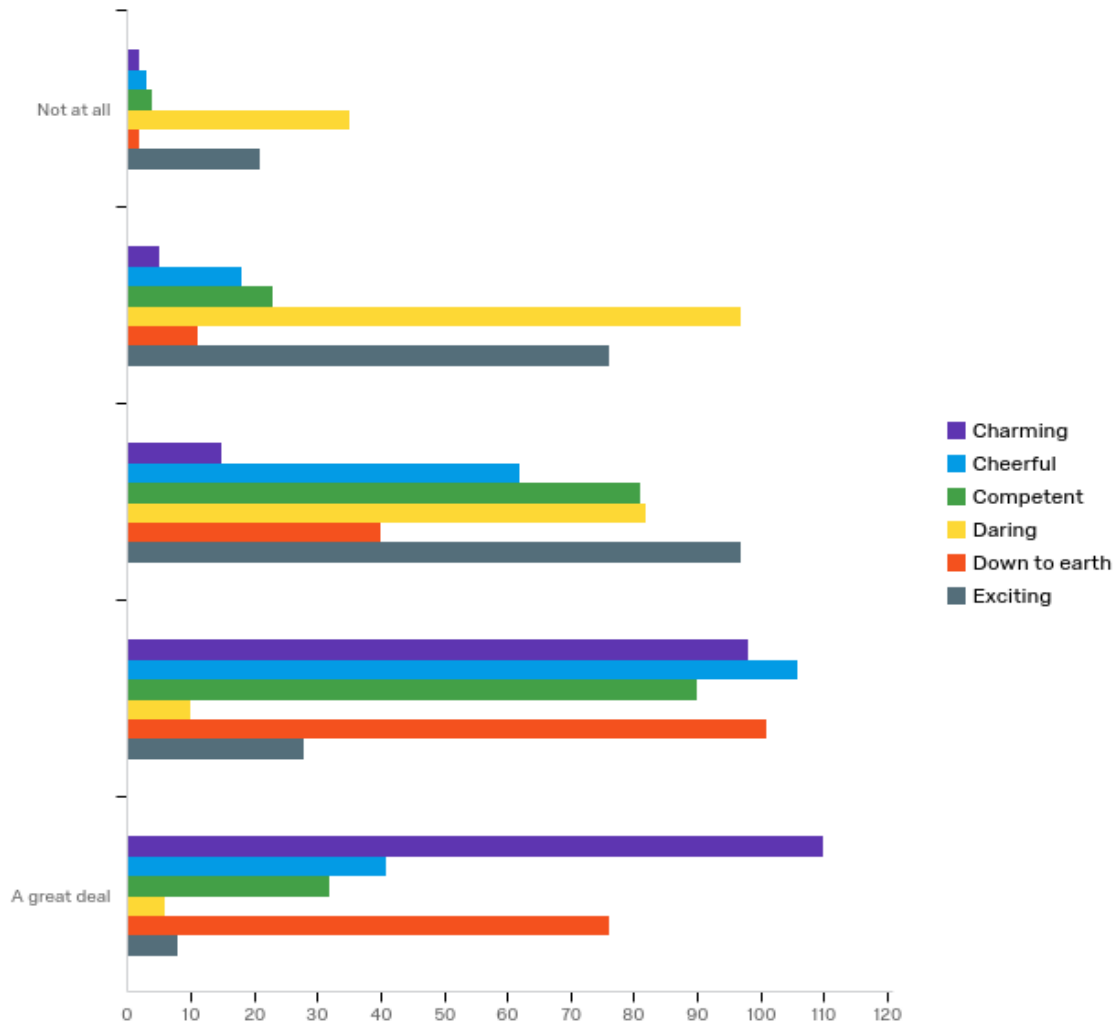
Question	Not at all								A great deal	
Honest	8.82%	6	12.90%	32	23.62%	111	11.45%	63	6.67%	19
Imaginative	4.41%	3	6.05%	15	9.79%	46	18.91%	104	22.46%	64
Intelligent	7.35%	5	4.03%	10	7.23%	34	20.36%	112	24.91%	71
Outdoorsy	4.41%	3	8.87%	22	7.02%	33	16.73%	92	28.77%	82
Reliable	10.29%	7	12.10%	30	17.66%	83	15.09%	83	9.82%	28
Rugged	47.06%	32	35.08%	87	15.96%	75	5.27%	29	3.16%	9
Sincere	17.65%	12	20.97%	52	18.72%	88	12.18%	67	4.21%	12
Total	Total	68	Total	248	Total	470	Total	550	Total	285

Q9 - Rate how accurately each of the following words describes the city of Minneapolis:



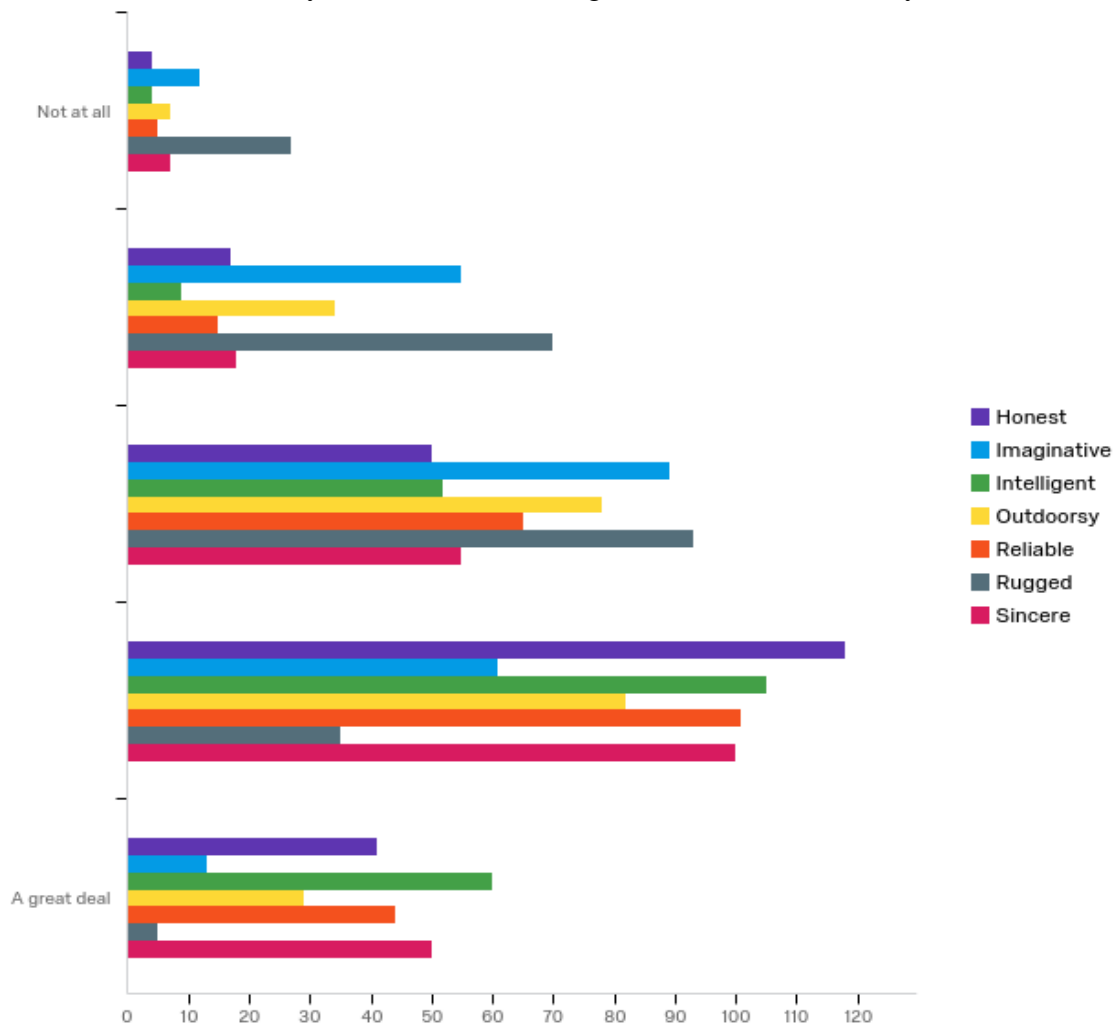
Question	Not at all								A great deal	
Sophisticated	10.42%	5	11.92%	23	12.60%	61	17.10%	105	13.38%	38
Spirited	6.25%	3	7.77%	15	7.64%	37	17.92%	110	23.59%	67
Successful	6.25%	3	3.63%	7	7.85%	38	17.92%	110	26.06%	74
Tough	35.42%	17	28.50%	55	17.56%	85	8.14%	50	8.80%	25
Up to date	10.42%	5	5.18%	10	10.54%	51	18.73%	115	17.96%	51
Upper class	12.50%	6	14.51%	28	22.93%	111	11.89%	73	4.93%	14
Wholesome	18.75%	9	28.50%	55	20.87%	101	8.31%	51	5.28%	15
Total	Total	48	Total	193	Total	484	Total	614	Total	284

Q10 - Rate how accurately each of the following words describes the city of St. Paul:



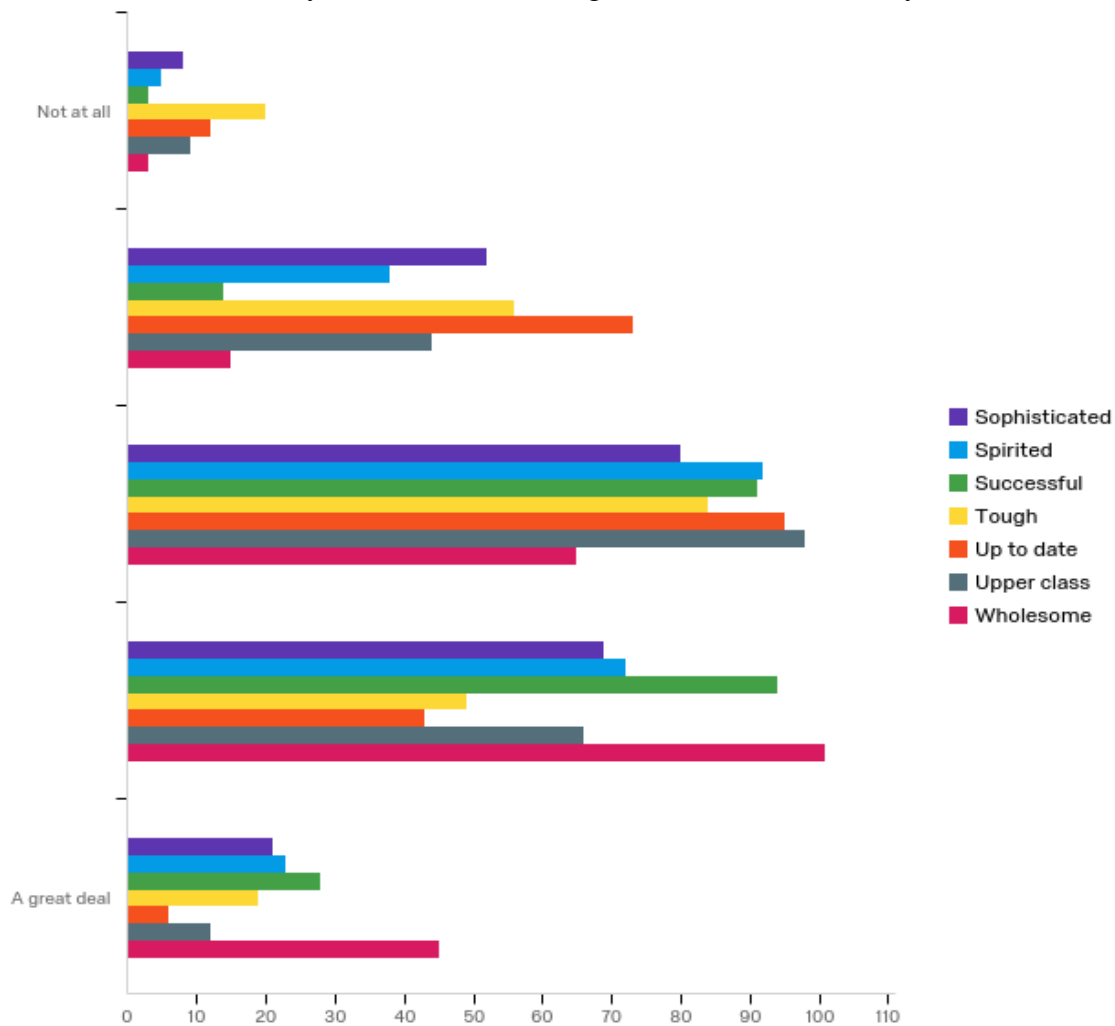
Question	Not at all								A great deal	
Charming	2.99%	2	2.17%	5	3.98%	15	22.63%	98	40.29%	110
Cheerful	4.48%	3	7.83%	18	16.45%	62	24.48%	106	15.02%	41
Competent	5.97%	4	10.00%	23	21.49%	81	20.79%	90	11.72%	32
Daring	52.24%	35	42.17%	97	21.75%	82	2.31%	10	2.20%	6
Down to earth	2.99%	2	4.78%	11	10.61%	40	23.33%	101	27.84%	76
Exciting	31.34%	21	33.04%	76	25.73%	97	6.47%	28	2.93%	8
Total	Total	67	Total	230	Total	377	Total	433	Total	273

Q11 - Rate how accurately each of the following words describes the city of St. Paul:



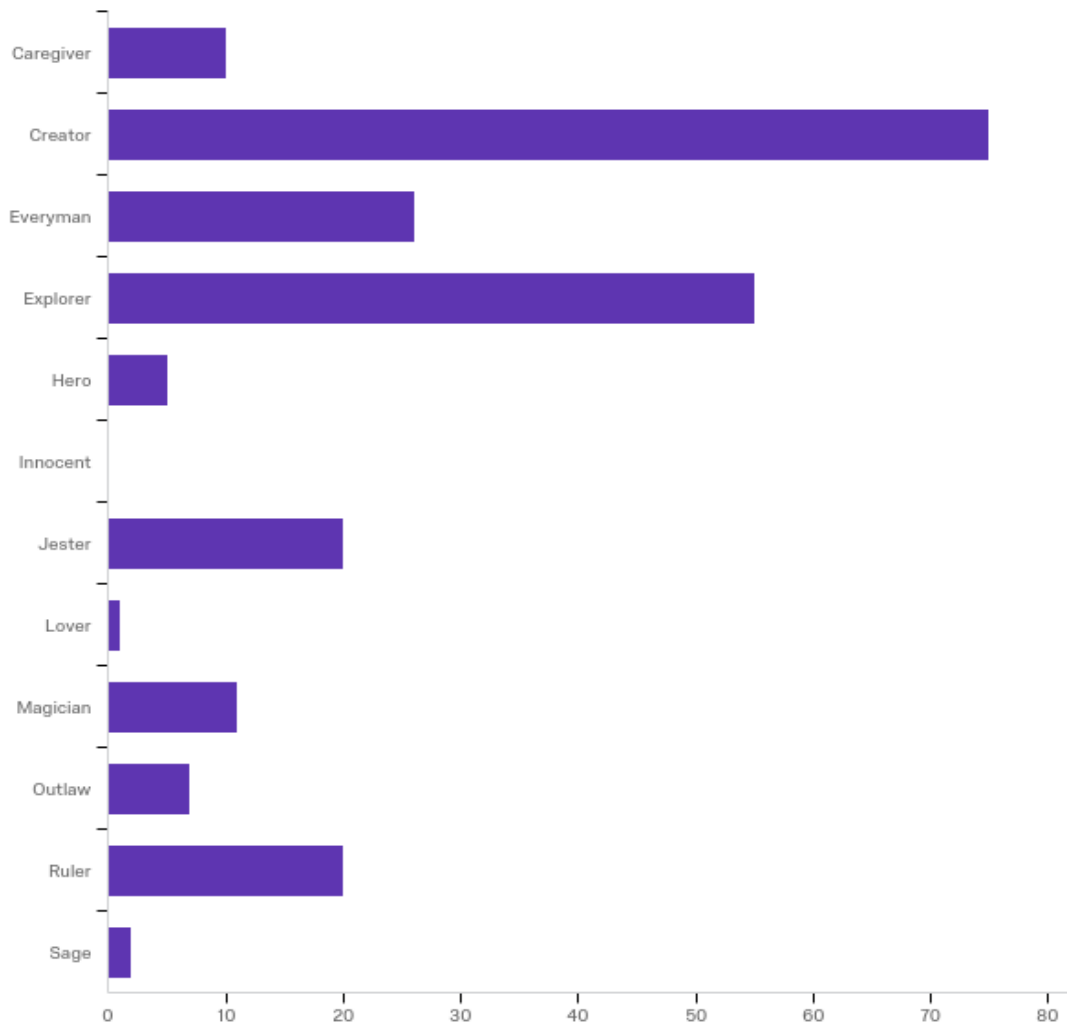
Question	Not at all								A great deal	
Honest	6.06%	4	7.80%	17	10.37%	50	19.60%	118	16.94%	41
Imaginative	18.18%	12	25.23%	55	18.46%	89	10.13%	61	5.37%	13
Intelligent	6.06%	4	4.13%	9	10.79%	52	17.44%	105	24.79%	60
Outdoorsy	10.61%	7	15.60%	34	16.18%	78	13.62%	82	11.98%	29
Reliable	7.58%	5	6.88%	15	13.49%	65	16.78%	101	18.18%	44
Rugged	40.91%	27	32.11%	70	19.29%	93	5.81%	35	2.07%	5
Sincere	10.61%	7	8.26%	18	11.41%	55	16.61%	100	20.66%	50
Total	Total	66	Total	218	Total	482	Total	602	Total	242

Q12 - Rate how accurately each of the following words describes the city of St. Paul:



Question	Not at all								A great deal	
Sophisticated	13.33%	8	17.81%	52	13.22%	80	13.97%	69	13.64%	21
Spirited	8.33%	5	13.01%	38	15.21%	92	14.57%	72	14.94%	23
Successful	5.00%	3	4.79%	14	15.04%	91	19.03%	94	18.18%	28
Tough	33.33%	20	19.18%	56	13.88%	84	9.92%	49	12.34%	19
Up to date	20.00%	12	25.00%	73	15.70%	95	8.70%	43	3.90%	6
Upper class	15.00%	9	15.07%	44	16.20%	98	13.36%	66	7.79%	12
Wholesome	5.00%	3	5.14%	15	10.74%	65	20.45%	101	29.22%	45
Total	Total	60	Total	292	Total	605	Total	494	Total	154

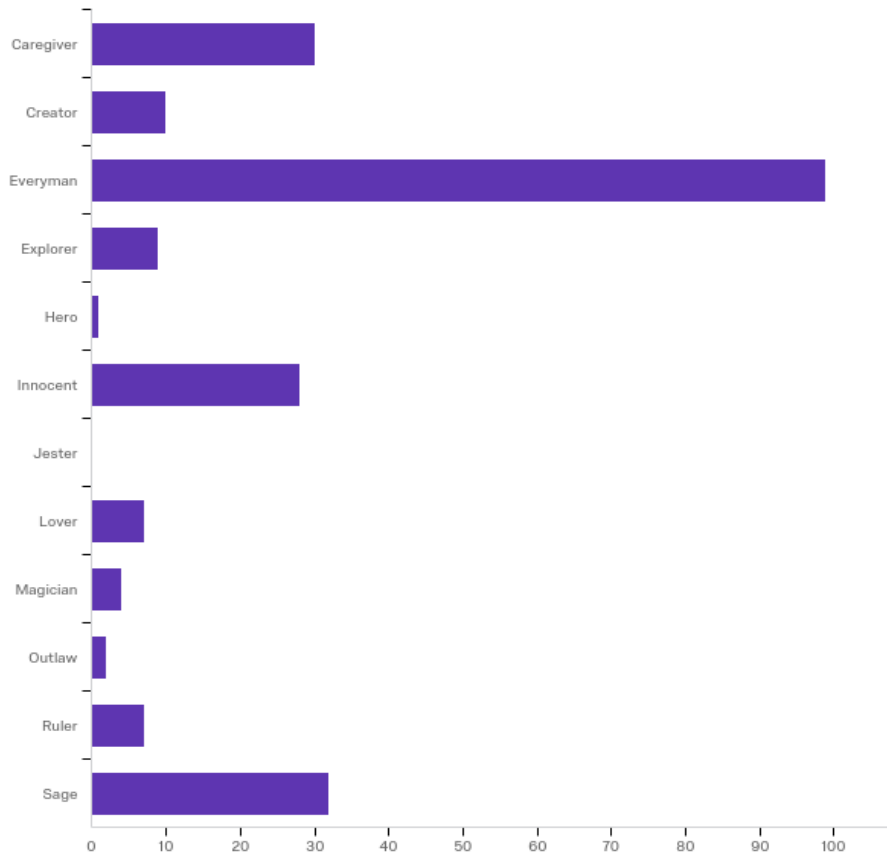
Q13 - Select the archetype that best represents the city of Minneapolis using the archetype descriptions given:



Answer	%	Count
Caregiver	4.31%	10
Creator	32.33%	75
Everyman	11.21%	26
Explorer	23.71%	55
Hero	2.16%	5
Innocent	0.00%	0
Jester	8.62%	20
Lover	0.43%	1
Magician	4.74%	11
Outlaw	3.02%	7
Ruler	8.62%	20
Sage	0.86%	2
Total	100%	232

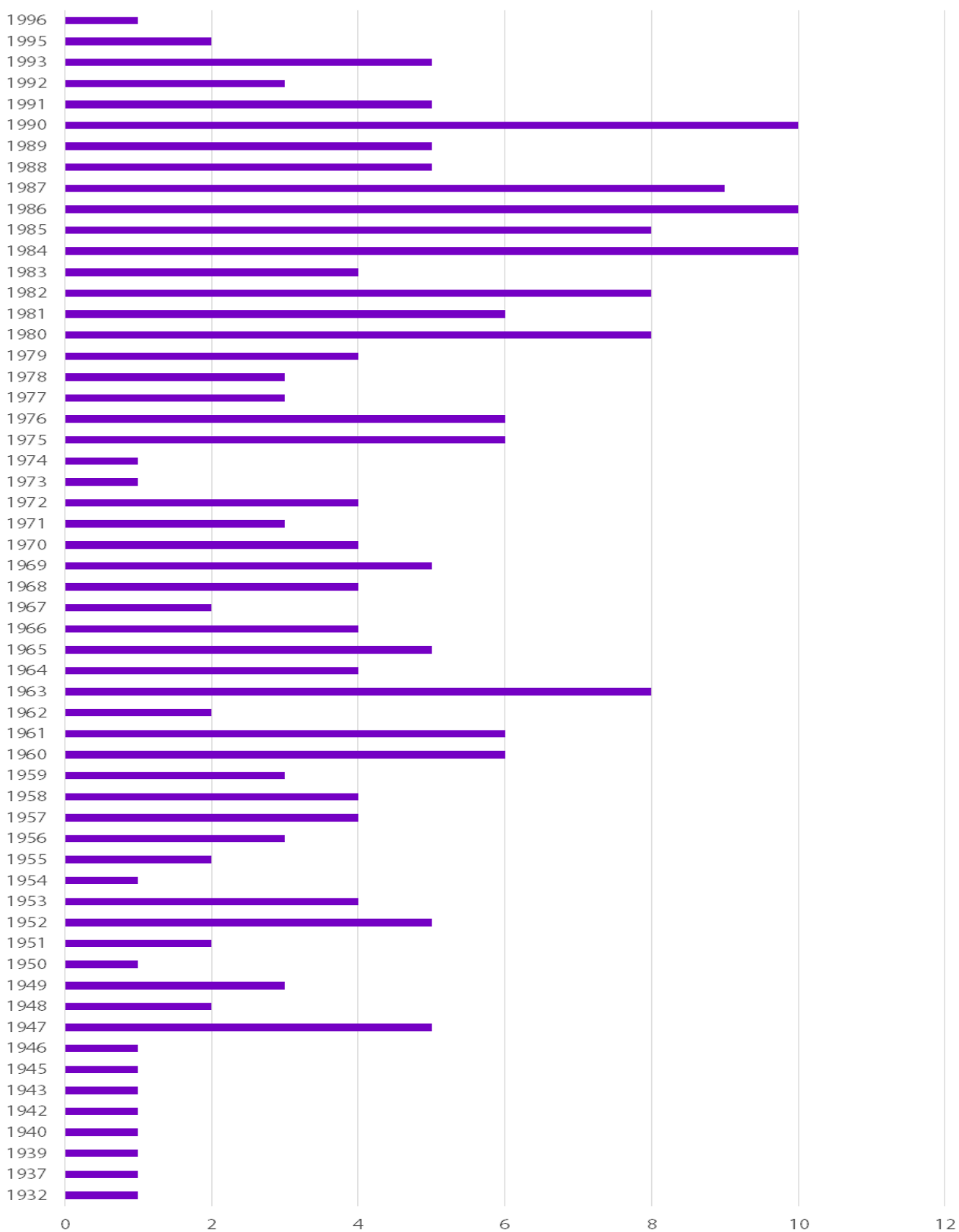


Q14 - Select the archetype that best represents the city of St. Paul using the archetype descriptions given:



Answer	%	Count
Caregiver	13.10%	30
Creator	4.37%	10
Everyman	43.23%	99
Explorer	3.93%	9
Hero	0.44%	1
Innocent	12.23%	28
Jester	0.00%	0
Lover	3.06%	7
Magician	1.75%	4
Outlaw	0.87%	2
Ruler	3.06%	7
Sage	13.97%	32
Total	100%	229

Q15 - In what year were you born?



Answer	%	Count	Answer	%	Count
1932	0.44%	1	1964	1.76%	4
1933	0.00%	0	1965	2.20%	5
1934	0.00%	0	1966	1.76%	4
1935	0.00%	0	1967	0.88%	2
1936	0.00%	0	1968	1.76%	4
1937	0.44%	1	1969	2.20%	5
1938	0.00%	0	1970	1.76%	4
1939	0.44%	1	1971	1.32%	3
1940	0.44%	1	1972	1.76%	4
1941	0.00%	0	1973	0.44%	1
1942	0.44%	1	1974	0.44%	1
1943	0.44%	1	1975	2.64%	6
1944	0.00%	0	1976	2.64%	6
1945	0.44%	1	1977	1.32%	3
1946	0.44%	1	1978	1.32%	3
1947	2.20%	5	1979	1.76%	4
1948	0.88%	2	1980	3.52%	8
1949	1.32%	3	1981	2.64%	6
1950	0.44%	1	1982	3.52%	8
1951	0.88%	2	1983	1.76%	4
1952	2.20%	5	1984	4.41%	10
1953	1.76%	4	1985	3.52%	8
1954	0.44%	1	1986	4.41%	10
1955	0.88%	2	1987	3.96%	9
1956	1.32%	3	1988	2.20%	5
1957	1.76%	4	1989	2.20%	5
1958	1.76%	4	1990	4.41%	10
1959	1.32%	3	1991	2.20%	5
1960	2.64%	6	1992	1.32%	3
1961	2.64%	6	1993	2.20%	5
1962	0.88%	2	1995	0.88%	2
1963	3.52%	8	1996	0.44%	1
Total	100%	227			

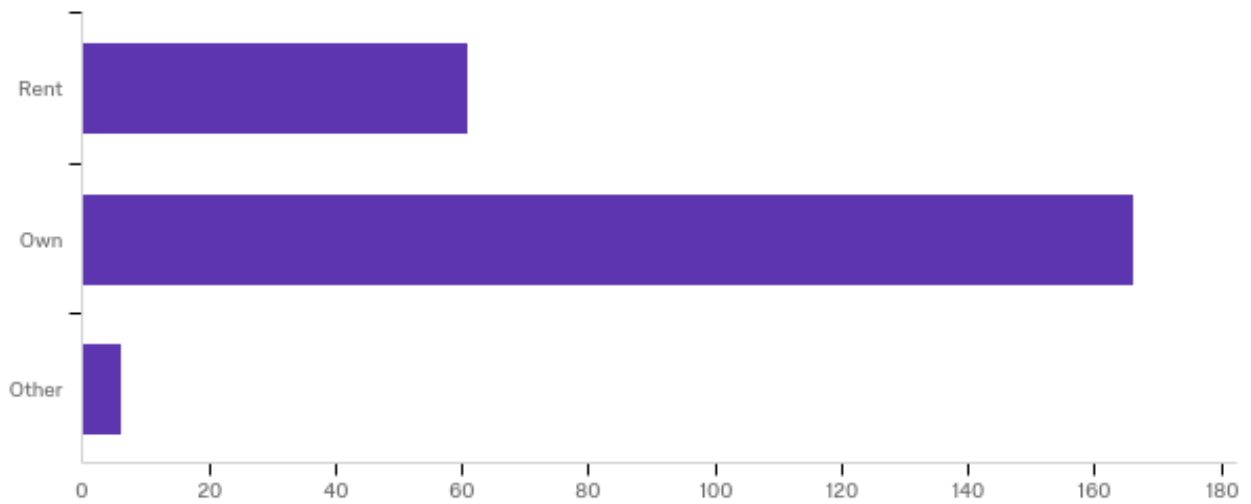
Q16 - What is your gender?

Answer	Count
Male	72
Female	160
Other	1
Total	233

Q17 - What was the last grade or level of school you completed?

Answer	Count
Some high school or less	0
Completed high school or equivalent (GED)	2
Some college/trade school	20
Two-year college degree or trade school certificate	12
Four-year college degree	88
Some graduate work	23
Graduate degree	88
Total	233

Q18 - Do you currently own or rent your residence?



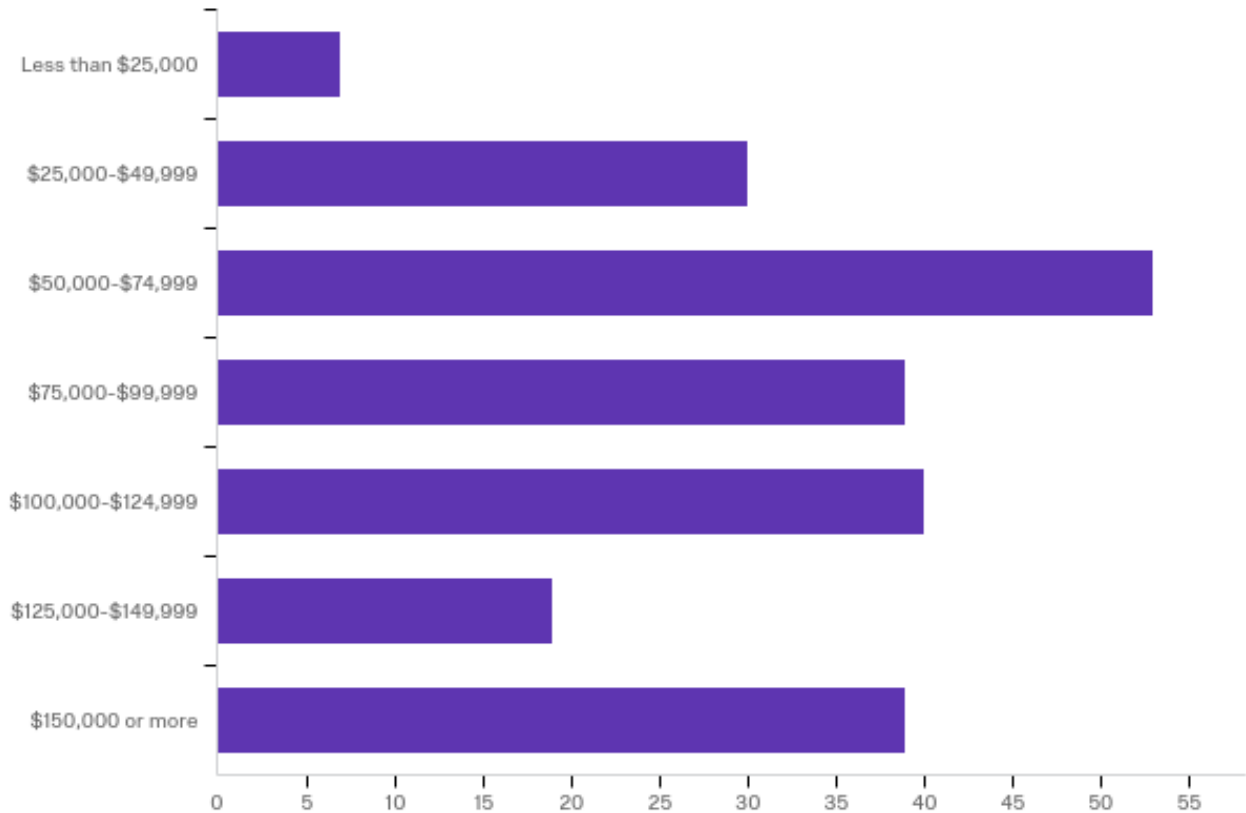
Answer	%	Count
Rent	26.18%	61
Own	71.24%	166
Other	2.58%	6
Total	100%	233

Other

Living with parents

Rent here, own in Michigan

Q19 - What is your total annual household income?



Answer	%	Count
Less than \$25,000	3.08%	7
\$25,000-\$49,999	13.22%	30
\$50,000-\$74,999	23.35%	53
\$75,000-\$99,999	17.18%	39
\$100,000-\$124,999	17.62%	40
\$125,000-\$149,999	8.37%	19
\$150,000 or more	17.18%	39
Total	100%	227

## Appendix D – Infographic





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